

Cambridge Housing Authority

MOVING TO WORK

ANNUAL PLAN 2016

April 1, 2015 - March 31, 2016





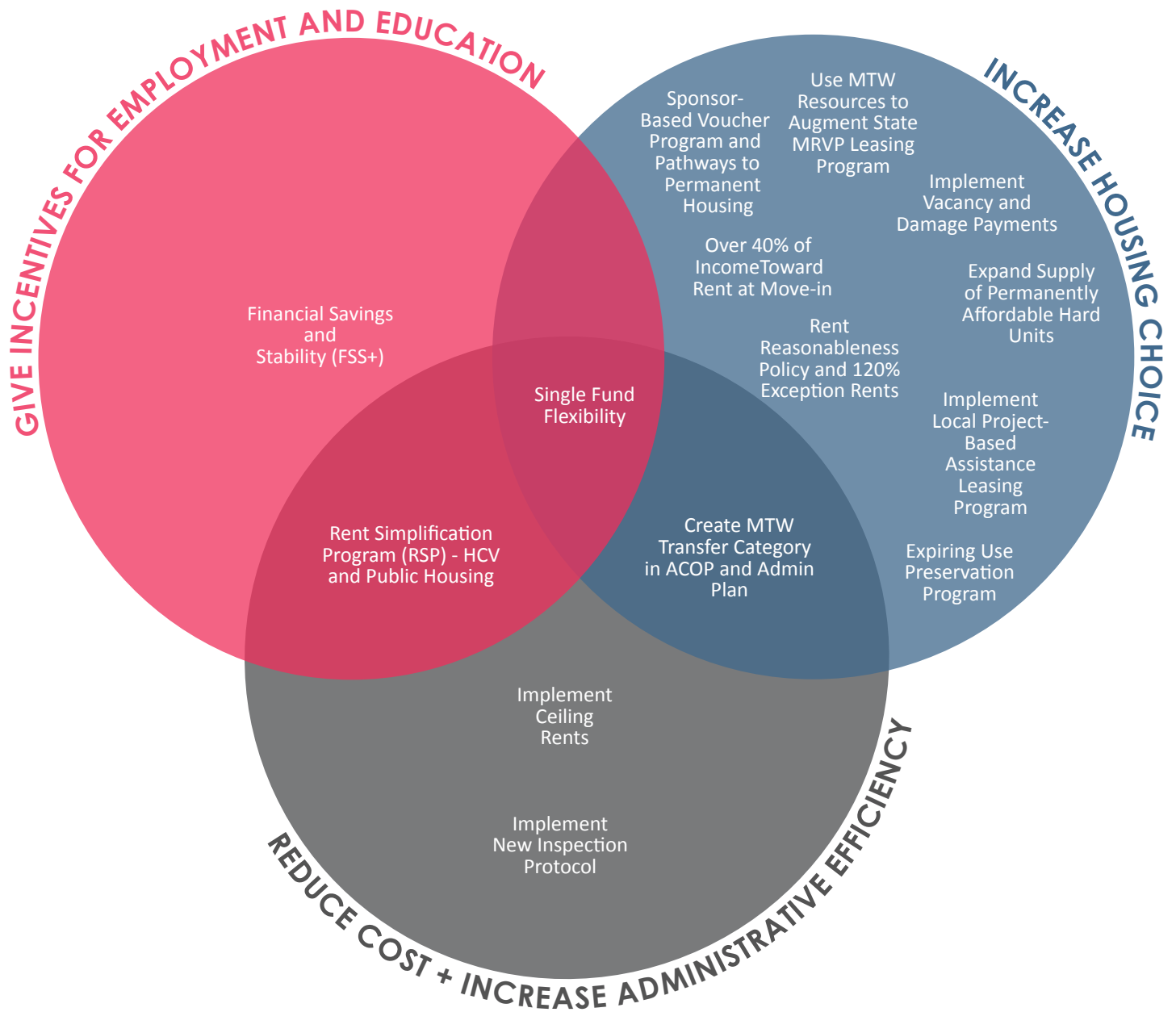
Untitled

Nathalie Andre

color pencil and pen on paper

Annual Art Contest Winner

With the concept on community and housing in mind, this art piece is a representation of these two concepts merging together. The diversity of the community along with the diversity of the buildings is shown by the different colors, patterns, personalities, and building shapes. Though different, the flow of the piece is what holds it together. It is a representation of the different experiences, stories, traditions that shape as to who we are which gives our community a rich sense of identity.



CHA has used its flexibility under MTW as a platform for progressive regulatory reform and fungibility of capital, voucher, and operating funds to accomplish development and programming goals. The agency continues to develop, implement, and evaluate new and innovative policies and programs.

This diagram is a visual representation of CHA's various initiatives under the MTW program and how these relate to the statutory objectives stated above.

*Sometimes I'm right and I can be wrong
My own beliefs are in my song
The butcher, the banker, the drummer and then
Makes no difference what group I'm in
I am everyday people, yeah yeah*

*There is a blue one who can't accept the green one
For living with a fat one trying to be a skinny one
And different strokes for different folks
And so on and so on and scooby dooby doo
Oh sha sha we got to live together*

*I am no better and neither are you
We are the same whatever we do
You love me you hate me you know me and then
You can't figure out the bag I'm in
I am everyday people, yeah yeah*

*There is a long hair that doesn't like the short hair
For bein' such a rich one that will not help the poor one
And different strokes for different folks
And so on and so on and scooby dooby doo
Oh sha sha we got to live together*

*There is a yellow one that won't accept the black one
That won't accept the red one that won't accept the white one
And different strokes for different folks
And so on and so on and scooby dooby doo
I am everyday people*

-- Lyrics from SLY AND THE FAMILY STONE
"EVERYDAY PEOPLE"
Songwriter: STEWART, SYLVESTER

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CHALLENGING MARKET WITH A RAD YEAR AHEAD

CAMBRIDGE HOUSING AUTHORITY FISCAL YEAR 2016 APRIL 1, 2015 - MARCH 31, 2016

RENTAL ASSISTANCE DEMONSTRATION (RAD)

Fiscal Year 2016 (our 17th year in the Moving to Work program) will be an intense year of agency-wide efforts and collaboration among all departments as CHA focuses on moving all of our existing federal public housing (and our former State public housing now mostly incorporated into the Federal portfolio) to project-based subsidies. CHA is using HUD's new demonstration effort, the Rental Assistance Demonstration (RAD), to make this conversion. RAD migrates the existing public housing operating and capital funds to a Section 8 Project-based subsidy. Additionally CHA is providing supplemental operating assistance from its MTW funds. Taken together, RAD with MTW provides sufficient operating income to allow properties to take on debt. Debt, coupled with the significant equity contribution from Low Income Housing Tax Credits (LIHTC) investors drives the redevelopment of all our existing properties.

Our FY16 starts April 1, 2015. By that time, CHA will be deep into the full implementation of RAD Phase I and well into the planning and design for RAD Phase II. Our core goal is to integrate MTW with RAD as premised in the RAD Revision to our FY15 Annual Plan. CHA also intends that key elements of the public housing program, especially resident protections and our current MTW rent simplification, be retained and carried forward after the agency uses RAD to convert from public housing subsidies to project-based subsidies. CHA will continue to operate our housing, subject to tax credit and related requirements, as closely as we can to our current public housing program.

However, using RAD in combination with the tax credit equity and the private lending required to address our capital needs will result in a much-changed agency. **FY16 will set in motion a new way of doing business at CHA.** RAD accelerates CHA's shift as an organization from sole owner to developer with financing partners, and later, as fee manager. All of our RAD units are planned to be redeveloped through Limited Liability Corporations (LLCs) using our nonprofit affiliates. The LLCs will then contract back to CHA for fee management services. This transformation will require CHA's full attention for at least the next two years as we establish the proper operating and business process changes needed to succeed in reshaping the housing stock and our organization. See Cambridge Day article in the Appendix for additional information on RAD at CHA.

One of the great opportunities provided by CHA MTW status is the flexibility to shape "standard" programs to better fit the Cambridge housing market. By most measures Cambridge sits in the top 10 to top 15 most expensive housing markets in the country, with a median rental cost at \$2550 comparable to markets in San Francisco and parts of New York. The sticker shock rent is coupled with equally difficult home prices – the median sale price of a 2 bedroom home is \$506,000* and single-family homes have a median sale price of \$1 million**. These are difficult numbers and the market is squeezing even middle and some upper middle-income families out of the City. Families that CHA serves are severely impacted as affordable hard units slip away and even vouchers carrying heavy subsidy achieve a limited usefulness inside the city limits.

MARKET CONDITIONS

These market conditions call for policies that are not "standard" – other actions are required if low-income families are to be served in the city limits. Over time CHA has used MTW to create and test market approaches that stand a chance of working to further our mission in this expensive market.

RAD is certainly the most significant example of these efforts in that it is driven by both MTW funding and policy

*Based on data through October 31, 2014. Source: Zillow.

**Based on data through August 2014. Source: Zillow.

flexibility allowing CHA to preserve the maximum number of hard units possible. Additionally, readers will see that MTW also plays a significant role in all of our other construction activity: Jefferson Park demolition with new construction, Temple Place, and the disposition of Millers River all depend on the MTW ability to project-base vouchers beyond what the current regulations allow plus address the different redevelopment demands of each effort. Other program and policy adaptations related to our market and MTW include:

- Early on in the MTW program, CHA used a voucher program finders-keepers policy coupled with new MTW payment standards; together these helped CHA lease up an under-utilized program
- Providing security deposit, vacancy payments, and damage payments options to help keep owners in the Section 8 program
- Recently, setting new payment standards in Cambridge at the low end of the Cambridge market but at 125% of the FMR
- Using our PBV flexibility to support the efforts of the City and fellow non-profits by providing deep subsidy options to non-CHA properties, again in the quest to preserve or create new hard unit options
- Inventing a method and approach to preserving, multi-family, expiring use properties so that tenant protection vouchers can be repurposed to project-based to allow preservations of more hard units
- Supporting a healthy set of resident services options to allow families to take advantage of the strong service network in the City and to further themselves or their children

POLICY MODIFICATIONS IN OPERATIONS

CHA committed to maintain certain policies after RAD is in place. These included, but are not limited to: a lease modified to retain a public housing operational model and resident protections, grievance and pet policies, resident organization recognition and funding, rent calculation methodology under CHA's rent simplification policy, all within the operating requirements imposed by LIHTC. At the time of this writing, CHA is focused on blending the rules and regulations governing RAD with CHA's MTW/public housing world. CHA has made or will make changes in the following areas:

- Incorporation of ACOP with RAD-related modifications into a new Part Two the Section 8 Admin Plan. (The Administrative Plan governs the Section 8 program, tenant based and project-based vouchers. The RAD subsidy is a form of project-based voucher so the Administrative Plan requires a major update to accommodate RAD.)
- Revisions to already approved MTW activities to accommodate RAD conversion
- Preparing business systems to support a largely voucher-based program
- Transitioning financial system for a property-based, voucher-based mixed-finance program.

THE ACOP + ADMINISTRATIVE PLAN – TWO POLICY DOCUMENTS COMBINED TO ADDRESS ONE PROGRAM

It is critical that certain sections of the public housing ACOP be incorporated into the Administrative Plan. The Administrative Plan has been revised to add a Part Two which mirrors the ACOP that was approved by CHA's Board on September 10, 2014.

The alignment involved adjustments in a few places as follows:

RENT POLICY

The RAD conversion presents three different rent requirements (tax credit rent structure, project-based Section 8 contract rent and CHA's ceiling rent schedule in public housing). CHA adopted a uniform policy that aligns RAD, tax credit and ceiling rents in CHA's Rent Bands. Because households paying CHA's ceiling rents would experience the greatest impact as a result of the RAD conversion; increases would be stepped up over at minimum a three-year period. At the end of it, ceiling rent households will still pay less than 30% of their earnings. At the time of this writing, a public meeting will be held in conjunction with this Plan to solicit feedback from residents on proposed process for paying any increase in ceiling rents for affected tenants.

SERVICES TO FAMILIES

CHA currently provides an array of programs supporting early childhood to providing services for the elderly. At least fifteen are geared towards family households. Many households participate in more than one as members may have different interests and needs. CHA continues to seek new opportunities and partnerships to expand the range of available services for its residents. New households admitted to RAD units will select the services that best meets their needs. For more information on resident programs, please see Overview of Programs + Services on page **A16** and one-page information fact sheets at the end of this **CHALLENGING MARKET WITH A RAD YEAR AHEAD** section.

RECERTIFICATION SCHEDULE

The intersection of RAD and Low Income Housing Tax Credits (LIHTC) necessitates a revised recertification schedule that complies with requirements from both programs. Biennial recertification to determine rent, as set out in the Rent Simplification Program in Public Housing will be preserved, while tax credit eligibility certifications will be completed annually with no impact on rent.

REVISIONS TO APPROVED MTW ACTIVITIES

In general, activities that were dedicated to Public Housing will be updated to realign with RAD. Specifically, CE.2006.01 - Rent Simplification Program (RSP) will be modified to be compatible with tax credits, all as Part Two of the Admin Plan (described in the previous section). Additional activities that will be adjusted to accommodate RAD units include HC.2008.03A - Pathways to Permanent Housing - Transition House, CE.2009.01 - Implement Ceiling Rents, and HC.2008.02 - Create MTW Transfer Category in Admin Plan (HCV) and ACOP (Public Housing). Anticipated modifications are described in the updates section of each MTW activity in the **HUD REQUIREMENTS** section.

BUSINESS SYSTEMS TRANSITION

In an effort to better utilize CHA's business software platform, called Elite, CHA has been heavily invested in developing a regular reporting platform drawing from the Elite database. Elite supports property management, leased housing, and fiscal departments. Looking into FY16 and beyond, CHA has been working to prepare Elite for our transition to RAD, which brings with it revised system workflows and new requirements driven by the changes in the organization. Currently, a reporting framework has been put in place and the IT staff and others are working diligently to improve and refine data access and products. Furthermore, CHA is updating staff computers at all housing sites to ensure that staff are able to work as effectively and efficiently as possible. To standardize use of our housing software and to promote high data quality, CHA has contracted with Emphasys to conduct staff training in the use of Elite, and has produced written documentation in system usage for staff to reference going forward.

FINANCIAL SYSTEM TRANSITION

As CHA transitions to RAD, CHA's federal funding stream will move the public housing subsidy into project based voucher funding and convert each building's ownership structure as a mixed-finance (LLC) entity. Accordingly, CHA is assessing and developing the appropriate organizational structure that will develop proper asset management skills and increase the level and quality of service to residents. This will entail streamlining staff functions and shifting skills to address LIHTC investor needs while maintaining tenant rights, privileges, and quality customer service as top priorities. At the very least, the shift toward voucher funding will reduce HUD requirements substantially as CHA would no longer need to track its operations in two different systems and will alleviate both staff time and system resources.

CAPITAL IMPROVEMENTS

FY16 will be a capital-rich year as MTW/RAD sets in motion much needed redevelopment at several sites. RAD Phase I involves 1,153 public housing units, of which Putnam Gardens will be the first RAD site to go into construction. Substantial modernization improvements at Putnam Gardens will be fully underway in FY16.

In addition, the demolition and reconstruction of Jefferson Park State (our last large state-supported property) will be in progress and Temple Place will be completed and fully leased up by the close of the fiscal year. It is anticipated that the units at Temple Place (25 two-bedroom units and 15 one-bedroom units) will be used to assist with the extensive relocation needs triggered by RAD.

CHA anticipates that by the start of the FY the disposition under Section 18 of the U.S. Housing Act of 1937 of Miller's River (a 302 unit senior/younger disabled building in East Cambridge) will be approved and the planning process to completely revamp and modernize fully in place. The site has capital needs totaling \$45 million and as part of the disposition process, tenant protection vouchers will be provided. CHA will use MTW to project-base these vouchers into Miller's River creating another opportunity for tax credit equity investment and debt on the property. Although the approach through disposition is different, the project will adopt the same financing mechanisms used in RAD to meet its capital needs.

FSS+ EXPANSION

With key support from a planning grant provided by the Gisela B. Hogan Charitable Foundation in FY14, CHA and Compass convened a group over nine months to explore the development of a plan to expand the Financial Stability and Savings (FSS+) program to public housing residents. There are four primary goals for the expansion of FSS+:

1. To expand the number of CHA residents that have the opportunity to build assets and increase their earnings.
2. To test the idea of "automatically enrolling" assisted households so that asset-building opportunities are embedded in the core fabric of housing assistance.
3. To provide support and encouragement for non-elderly, non-disabled households to build assets and increase their earnings.
4. To build knowledge about the costs and benefits of this approach that could inform decisions by other housing authorities to adopt similar initiatives and future action by Congress.

Our proposal is to develop and test a two-year pilot of the FSS+ expansion model, which features automatic enrollment and savings through the rent structure. At the time of this writing, CHA and Compass are jointly seeking additional foundation funding to carry out the pilot. When adequate funding is secured, CHA will hold a public meeting and comment period prior to pilot implementation.

MAKERSPACE/THE POSSIBLE PROJECT

The Possible Project (TPP) program model and formal partnership with CHA aligns with our commitment to bridge the technological and training divide that could benefit CHA residents in advancing their self-sufficiency. The partnership will provide an important testing ground on how advanced technologies can be incorporated into early career-training models. In FY16, TPP and CHA plan to conduct open houses and other outreach events geared specifically to Newtowne Court/ Washington Elms residents to promote and test potential areas of collaboration between the TPP program and Work Force. At the time of this writing, nine Work Force students are participating in TPP and 53 percent of its Cambridge-based TPP participants reside in CHA housing or are members of CHA voucher families.

NATIONAL POLICY DIRECTION

In FY15, CHA has been actively involved as a Steering Committee member in the negotiation with HUD on the proposed 10-year MTW Extension. The current MTW agreement expires in 2018. At the time of this writing, it is unclear when the terms of the new extension will be finalized. CHA anticipates that we will need to make additional operational adjustments to phase into the new agreement. To date, the MTW extension negotiations, even with recent changes to the terms offered by HUD, raise many issues around funding levels and the continued viability of the program's capacity for innovation in light of the more restrictive approaches suggested by MTW.

CHA has also been involved in the work of the Housing Authority Insurance (HAI) group. HAI is developing a public housing authority accreditation model and CHA has contracted with HAI to develop the approach and draft standards to be used in the model. Further HAI has funded, and CHA is featured, in an extensive MTW Innovations Report*** written by Abt Associates. Abt will also be working on evaluation criteria for use by MTW agencies. In light of criticisms and challenges put forward by HUD, the HUD Inspector General (IG) and certain elected officials, these HAI activities have taken on an important role in the policy debate. CHA will continue to be actively engaged in legislative proposals that could affect housing policy and delivery on both a national and state level.

***Innovations Report Executive Summary may be found online: http://www.pahrc.org/studies/MTW_Executive%20Summary.pdf
Innovations Report may be found online: <http://www.pahrc.org/studies/InnovationsInTheMovingToWorkDemonstration.pdf>

OVERVIEW OF PROGRAMS + SERVICES

The following programs are available to CHA public housing and voucher households. CHA has been developing relationships with a number of the organizations running the programs below. Some programs receive funding from CHA. Some programs require CHA to exercise its MTW authority. Some programs are independently run and made available to CHA resident with Cambridge residency.

PROGRAM NAME			OPTIMAL CAPACITY (ANNUAL BASIS)	MTW BLOCK GRANT ¹	TOTAL FUNDS
EARLY CHILDHOOD	Pre- and Postnatal	Baby University	40 Families		
		Baby U Alumni Association	142 Families and growing		
	Pre- School and Elemen- tary	Pathways to Family Success	20 Families		
YOUTH	Upper School	DREAM Mentoring	20 Youth	\$2,237	\$10,000
		Work Force Youth Program	200 Youth	\$177,684	\$610,322
	High School	Work Force College Savings Program	200 Work Force Youth		
		Tutoring Plus, Inc.	240 Youth	\$5,000	\$5,000
		This Way Ahead/Gap Inc	100 Youth		
		Big Brother Big Sister	110+ Youth		
	Post- Secon- dary	Just-A-Start Youthbuild	30 Youth/Adults		
ADULT	All Adults	Bridge-to-College Program	9 Adults	\$361	\$17,154
		Community Computer Centers	200 Youth 180 Adults	\$2,453	\$19,695
		Cambridge Employment Program	95 Adults	\$8,010	\$68,000
		Innovations in ESOL	30 Adults		
		Jefferson Park Gateways Learning Program	100 Adults		
		Just-A-Start Biomedical Careers Program	25 Adults		
		Financial Stability and Savings (FSS+)	All HCV Heads of Household (approx. 1,475 adults and 725 elderly adults)	\$56,250	\$56,250
		Pathways to Permanent Housing - Heading Home	45 Adults		\$430,073
		Pathways to Permanent Housing - Transition House	2 Families		\$134,966
	Aging in Place	Service Coordination Program (Elder Services) Services contracted through CASCAP, Inc.	1,035 Elderly Adults (non- PACE residents in elderly public housing)		
		Program of All-inclusive Care for the Elderly (PACE)	70 Elderly Adults		
TOTAL (The total does not remove duplicates. Household members may be counted more than once if they participated in more than one program.)			450 Youth + Kids 2,193 Families ² (Adults) 1,805 Elderly ³ Adults	\$251,995	\$1,351,460

1. MTW Block Grant amounts are inclusive of block grant commitments from previous years.
2. The family count includes an approximation of participating adults in public housing and all HCV heads of household because they are all eligible to participate in the current FSS+ program.
3. The elderly adults count includes heads of households living in non-PACE units in CHA elderly public housing and elderly adults serving as HCV heads of household.

CHA PUBLIC HOUSING AND VOUCHER INFO

In past years, CHA included demographic data on income, bedroom, race and ethnicity in both the Plan and Report. Differences in the demographics have been minimal. Therefore, this Plan includes a condensed snapshot of demographic data and more detailed data will be presented in the Annual Report, which is in keeping with the intent of the report structure. For MTW specific data, please see **HUD REQUIREMENTS - General Housing Authority Operating Information**.

CHA WAIT LIST INFORMATION

ON OCTOBER 31, 2014

DISTINCT APPLICANTS⁴	11,099¹
PUBLIC HOUSING	19,859
VOUCHERS	250 ²
OTHER ³	4,762
TOTAL	24,871

1. An applicant may be eligible for multiple programs based on age and income and therefore be on more than one waitlist. Public Housing, Vouchers and Other categories aggregate the number of applications in each category. Application to applicant ratio is 2.2.
2. CHA plans to open the HCV wait list in FY16.
3. OTHERS include the wait list for Putnam Square Apartments, HCV SROs and PH SROs.
4. Area Median Income (AMI) limits may be found on <http://www.huduser.org/portal/datasets/il/il14/index.html>.

CHA UNITS AND VOUCHER INVENTORY AND HOUSEHOLDS SERVED

ON OCTOBER 31, 2014

	1999 BASELINE¹ (HUD APPROVED)	CURRENT AS OF OCT 31, 2014	ANTICIPATED APRIL 1, 2016
PUBLIC HOUSING			
TOTAL PUBLIC HOUSING UNITS	2,208 ¹	2,698 ²	1,547
TOTAL PUBLIC HOUSING HOUSEHOLDS SERVED	1,955 ³	2,479	2,479
VOUCHERS			
TOTAL VOUCHERS AVAILABLE	2,199	3,639 ⁴	3,639
TOTAL RAD VOUCHERS		0	1,153
TOTAL VOUCHER HOUSEHOLDS SERVED	2,188	3,253 ⁵	3,253
OTHER⁶ (UNITS WITH NO CHA SUBSIDY)		22	22
TOTAL UNITS AND VOUCHERS	4,407	6,359	6,361
TOTAL HOUSEHOLDS SERVED	4,143	5,732	5,732

1. 1999 Baseline include only MTW public housing and vouchers. State and other are not included.
2. Between FY11 and FY13, 428 state family public housing units were transferred to the Federal program.
3. 1999 Baseline total households include only MTW designated family (1,104) and elderly (851).
4. Several non-MTW increments expired and were transferred into the MTW increment. Non-MTW vouchers were rolled into the MTW program in June 2009 with HUD approval. Non-MTW HCV from FY10 onward included Mainstream, Mod Rehab, Shelter Plus Care, VASH and Disaster Housing Assistance Program Vouchers. This value is the FY15 voucher allocation and consistent with housing stock info (voucher inventory chart) in the FY14 Annual Report.
5. Voucher households served is inclusive of all state and federal vouchers issued from the Manager's Report in Elite. There were 190 vouchers issued but not yet leased on October 31, 2014. In addition, the households served include all sponsor-based vouchers and assumes that each voucher is serving one household (1:1 ratio). This is a conservative number and, in fact, a portion of the sponsor-based vouchers may be serving more than one household in a given year.
6. OTHER units include: 7 unsubsidized units at 22 Lopez Ave. (there are 8 total units of which one is a CHA sponsor-based voucher), 5 unsubsidized units at 8-10 Lancaster Street, 9 units at 78-80 Porter Road (of which 4 are non-CHA mobile vouchers and 5 are unsubsidized units), and 1 unit at 195 Prospect (this unit is a non-CHA mobile voucher). CHA plans to project-base the 5 unsubsidized units at Lancaster and the 5 units at Porter Road upon turnover.

YOUNG DISABLED HOUSEHOLDS¹

	FISCAL YEAR 2014 REPORT ON MARCH 25, 2014			FISCAL YEAR 2016 PLAN ON OCTOBER 31, 2014		
	TOTAL UNITS	YOUNG DISABLED HOUSEHOLDS	% TOTAL SERVED	YOUNG DISABLED HOUSEHOLDS	% TOTAL SERVED	UNDER OR OVER
D.F. BURNS APTS	198	29	14.7%	24	12.1%	-3
F.J. MANNING APTS	197	27	13.7%	25	12.7%	-2
H.S. TRUMAN APTS	59	8	13.6%	9	15.3%	1
L.B. JOHNSON APTS ³	180	35	19.4%	38	21.1%	14
LINNAEAN ST	24	3	12.5%	4	16.7%	1
L.J. RUSSELL APTS	51	7	13.7%	8	15.7%	1
MILLERS RIVER APTS	301	42	14.0%	41	13.6%	0
116 NORFOLK ST ²	37	8	21.6%	9	24.3%	4
R.C. WEAVER APTS	20	1	5.0%	1	5.0%	-2
ST. PAUL'S RESIDENCE ²	19	9	47.4%	9	47.4%	6
PUTNAM SCHOOL	24	3	12.5%	2	8.3%	-1
PUTNAM SQUARE	94	7	7.5%	7	7.45%	-6
TOTAL	1,204	179	14.9%	177	14.7%	13

1. CHA's Designated Housing Plan requirement is 13.5% per Massachusetts General Laws (Chapter 121B, Section 39).
2. St. Paul's Residence and 116 Norfolk are single-room occupancy (SRO) units with a separate wait list and different applicant profile than those on the wait list for elderly housing. Historically CHA's SRO units have served a higher proportion of young disabled households.
3. CHA is aware of the growing proportion of young disabled households at L.B. Johnson Apartments and is working to rebalance the population according to CHA's Designated Housing Plan and unit turnover.

HOUSEHOLD INCOME/NO. OF BEDROOM/RACE/ETHNICITY

ON OCTOBER 31, 2014

	PUBLIC HOUSING		HCV		
	TOTAL	% ¹	TOTAL ²	% ¹	TOTAL HOUSEHOLDS
INCOME					
<30% AMI	1,739	70%	2,479	76%	4,218
31-50% AMI	469	19%	564	17%	1,033
51-80% AMI	183	7%	199	6%	382
>81% AMI	88	4%	11	0%	99
TOTAL HOUSEHOLDS	2,479	100%	3,253	99%	5,732
BEDROOMS					
0 BR	531	22%	388	12%	919
1 BR	812	33%	1,534	47%	2,346
2 BR	576	23%	771	24%	1,347
3 BR	453	18%	479	15%	932
4 BR+	107	4%	81	3%	188
TOTAL HOUSEHOLDS	2,479	100%	3,253	101%	5,732
RACE					
AMERICAN INDIAN	15	1%	19	1%	34
ASIAN	124	5%	126	4%	250
BLACK	1,196	48%	1,486	46%	2,682
WHITE	1,136	46%	1,618	50%	2,754
OTHER	8	0%	4	0%	12
TOTAL HOUSEHOLDS	2,479	100%	3,253	101%	5,732
ETHNICITY					
HISPANIC	281	11%	430	13%	711
NON-HISPANIC	2,198	89%	2,823	87%	5,021
TOTAL HOUSEHOLDS	2,479	100%	3,253	100%	5,732

1. The percentages have been rounded and may not total 100.

2. Total includes all households that are leased up. There are 190 households with vouchers issued but not yet leased up.

CAPITAL IMPROVEMENTS

FIVE YEAR PLAN SUMMARY

SOURCES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Capital Fund Program	\$1,500,000	\$-	\$-	\$-		\$1,500,000
MTW Block Grant	\$2,000,000	\$1,500,000	\$1,000,000	\$700,000		\$5,200,000
Temple Development Sources	\$1,500,000	\$-	\$-	\$-		\$1,500,000
JP State Development Sources	\$18,000,000	\$26,000,000	\$6,000,000	\$-		\$50,000,000
RAD Phase 1 Sources	\$55,000,000	\$50,000,000	\$80,000,000	\$19,200,000		\$204,200,000
Millers River Development Sources	\$1,500,000	\$15,000,000	\$33,000,000	\$31,500,000	15,000,000	\$96,000,000
Bridge loans/construction financing	\$4,500,000	\$18,100,000	\$(25,900,000)	\$4,700,000	\$(1,400,000)	\$-
RAD Phase 2 Sources	\$2,500,000	\$20,000,000	\$38,000,000	\$38,000,000	\$11,600,000	\$110,100,000
Total Sources	\$86,500,000	\$130,600,000	\$132,100,000	\$94,100,000	\$25,200,000	\$468,500,000
USES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Program Costs and Overhead (Salary, General/Admin Costs)	\$4,100,000	\$5,700,000	\$6,100,000	\$4,100,000	\$1,500,000	\$21,500,000
Architectural and Engineering	\$10,700,000	\$6,200,000	\$5,600,000	\$4,200,000	\$1,700,000	\$28,400,000
Fees and Costs	\$21,000,000	\$11,000,000	\$14,400,000	\$16,000,000	\$5,000,000	\$67,400,000
Capitalized Reserves and Fees	\$6,000,000	11,000,000	14,200,000	\$9,000,000	\$5,000,000	\$45,200,000
Construction						
Temple Revitalization	\$1,200,000	\$-	\$-	\$-	\$-	\$1,200,000
JP Revitalization	\$17,200,000	\$21,000,000	\$1,800,000	\$-	\$-	\$40,000,000
Manning Revitalization	\$6,000,000	\$15,000,000	\$10,000,000	\$7,800,000	\$-	\$38,800,000
Newtowne Court Revitalization	\$8,000,000	\$17,300,000	\$12,000,000	\$3,000,000	\$-	\$40,300,000
Washington Elms Revitalization	\$6,000,000	\$11,000,000	\$5,000,000	\$-	\$-	\$22,000,000
Putnam Gardens Revitalization	\$5,000,000	\$5,000,000	\$8,000,000	\$3,000,000	\$-	\$21,000,000
Woodrow Wilson Court Revitalization	\$600,000	\$1,500,000	\$-	\$-	\$-	\$2,100,000
JFK Modernization	\$700,000	\$400,000	\$-	\$-	\$-	\$1,100,000
Millers River Revitalization	\$-	\$10,500,000	\$20,000,000	\$25,000,000	\$5,000,000	\$60,500,000
RAD Phase 2 - Various*	\$-	\$15,000,000	\$35,000,000	\$22,000,000	7,000,000	\$79,000,000
Subtotal	\$44,700,000	\$96,700,000	\$91,800,000	\$60,800,000	\$12,000,000	\$306,000,000
Total Uses	\$86,500,000	\$130,600,000	\$132,100,000	\$94,100,000	\$25,200,000	\$362,528,479

** RAD Phase 2 Properties include: Corcoran Park, Burns Apts, Truman Apts, Jefferson Park Fed, Roosevelt Towers Low-Rise, 116 Norfolk Street, Cambridgeport Commons, Russell Apts, Family and Elderly Condos, Willow Street Homes and scattered sites.

VOLUNTARY COMPLIANCE AGREEMENT

CHA continues to work towards fulfilling its Voluntary Compliance Agreement with HUD's Office of Fair Housing and Equal Opportunity. Twenty-five (25) wheelchair accessible units in its Public Housing portfolio were completed as of August 2013. The construction schedule of the remaining seventeen (17) units has changed and are folded into plans for RAD, Disposition and HILAPP. The new deadline for completion is 12/31/2016. The table below provides a detailed update:

PLANNED UNITS	COMPLETED UNITS	PLANNED DATE	COMPLETED DATE	STATUS
2	2		03 / 2008	Units completed at Lyndon B. Johnson Apartments
5	5		12 / 2008	Units completed at Frank J. Manning Apartments
5	5		05 / 2010	Units completed at Frank J. Manning Apartments
1	1		03 / 2010	Unit completed at Willow Street Homes
3	3		11 / 2011	Units completed at Jackson Gardens
1	1		02 / 2012	Unit completed at Lyndon B. Johnson Apartments
4	4		03 / 2012	Units completed at Lyndon B. Johnson Apartments
4	4		08 / 2013	Units completed at Lincoln Way
17		12/2016		Units in design as part of RAD, Disposition, HILAPP
42	25			TOTAL

PUBLIC PROCESS SCHEDULE FOR FY16

CHA will continue to provide meaningful opportunities for public dialogue around proposed activities. The following table outlines specific opportunities for public participation. These events, along with any additional public meetings and working sessions will be announced in the CHA website (www.cambridge-housing.org) and, whenever required, in the Legal Notices section of local newspapers.

ACTIVITY	OPPORTUNITIES FOR PUBLIC PARTICIPATION
1. FY16 ANNUAL PLAN 2. RAD PHASE II APPLICATION 3. REVISION OF PART II OF THE ADMIN PLAN, APPENDIX 4	<p>Joint Public Hearing/meeting on December 11, 2014 at 6 pm (CHA Central Office).</p> <p>FY16 PLAN: Thirty-three-day public comment period commenced on December 2, 2014 at 2 pm wherein an electronic version was available for download and review on the CHA website. Hard copies were available for pick up at the CHA Central Office on the following business day.</p> <p>RAD PHASE II APPLICATION: Two public meetings (December 2 and December 11, 2014)</p> <p>ADMIN PLAN: public comment period.</p>
CAPITAL PLANNING	Resident meetings at various properties as CHA moves ahead with RAD, the Miller's River Disposition, and Jefferson Park State HILAPP.
SECTION 3 PLAN	Thirty-day public comment period. One working session with advocates and resident leaders during the public comment period.
HCV PROGRAM BRAINSTORM	One working group with tenants, CEOC and legal services on identifying barriers in the HCV program and ways to reduce the number of transactions in the program. In addition, the discussion will include a general review of Part One of the Administrative Plan, including the impact of the policy changes made in 2013.
EXPANSION OF FSS+	Impact analysis, working group, and comment period.
CHA TENANT LEADERS QUARTERLY MEETING	Meetings occur quarterly. The meetings are open to tenant council officers, ACT Board and Committee members.
RAD	CHA will provide advance copies of various RAD and disposition documents to ACT, CEOC and legal services.
ADMINISTRATIVE PLAN	30-day comment period.
ADMINISTRATIVE PLAN CHECK IN	Meeting once a year with tenants, CEOC and legal services on the Admin Plan.
RESIDENT TRAINING	CHA will continue to provide training sessions including but not limited to reasonable accommodation, the conference panel, and the grievance panel). CHA will also provide training on the low-income housing tax credit (LIHTC) program and orientation/training for tenant coordinators. Furthermore, CHA will work with ACT and tenant councils to plan trainings and workshops on policies and other topics to build resident capacity and leadership.

AN OPEN INSTITUTION

In the FY14 Annual Plan, this new section on Governance and Executive Compensation was voluntarily created in light of the negative publicity around public housing authorities across the country. We remain committed to providing the status of the following information.

- Brief overview of the agency's board structure, its current members and officers, and scheduled meetings.
- Brief description of the role of the board and its relationship to the Executive Director.
- Upcoming board meeting agendas are available on the CHA website. Past board meeting minutes are available on the redesigned CHA website, cambridge-housing.org under the About tab.
- Job titles and compensation levels for the five highest salary earners at CHA.
- A brief explanation of the federal and state salary caps as imposed at the time the Plan is prepared.

GOVERNANCE

CAMBRIDGE HOUSING AUTHORITY (CHA) BOARD OF COMMISSIONERS

TOTAL MEMBERS: 5

APPOINTMENT: Four members are appointed by Cambridge's City Manager subject to City Council approval. One member is appointed by the Governor of the Commonwealth of Massachusetts

BOARD MEMBERSHIP REQUIREMENTS: 1) All members must maintain Cambridge residency. 2) One member must be a CHA resident. 3) One member represents Labor.

BOARD MEETING SCHEDULE: Generally second and fourth Wednesday of each month.

BOARD RESPONSIBILITIES:

- Approve all significant contract awards and changes
- Set policy and approve all major policy decisions
- Approve all budget decisions and audits
- Hire CHA Executive Director
- Approve formal submissions to state and federal funding agencies
- Approve planning and reporting documents

WEBLINK: www.cambridge-housing.org/About-the-CHA/Board-of-Commissioners

FY16 BOARD OF COMMISSIONERS

NAME	MEMBER SINCE	APPOINTMENT	EXPIRATION OF TERM
Susan Connelly	2013	Governor's appointee	November 11, 2018
Gerald Clark	1974	City of Cambridge appointee	January 11, 2015
Warren McManus	1982	City of Cambridge appointee	September 30, 2016
Anthony Pini	2010	City of Cambridge appointee and Labor representative	October 20, 2019
Victoria Bergland	2013	City of Cambridge appointee and CHA Resident	September 30, 2017

EXECUTIVE COMPENSATION

The salary caps on compensation set by both HUD and Massachusetts Department of Housing and Community Development (DHCD) remain in effect: the FY14 Consolidated Appropriations Act that was passed by the Senate on January 16, 2014 continues the cap on housing authority salaries that was set in the FY12 appropriations law and applies only to expenditure of Section 8 or Section 9 funds (i.e., Housing Choice Voucher or Public Housing operating funds). In cases where other sources of funds – such as de-federalized or state resources – are used, the cap can be exceeded. DHCD adopted a salary cap by notice dated February 15, 2012. The DHCD cap is set at \$160,000, applies only to the Executive Director, and grandfathers executive directors whose compensation were in excess of the cap prior to the date of notice of the cap. CHA regularly reports its top five salaries to HUD and as of this writing, the agency's top five earners are listed below.

FIVE HIGHEST SALARY EARNERS

Executive Director	\$160,000	Chief Financial Officer	\$125,768
General Counsel	\$153,496	Director of Planning + Development	\$119,775
Deputy Executive Director	\$140,089		

DEPARTMENT HIGHLIGHTS

PROPERTY MANAGEMENT/PUBLIC HOUSING

The Property Management/Public Housing Department maintains the grounds, buildings, building systems and all aspects of CHA's approximately 2,700 units of both State and Federally funded housing, as well as various Affiliate and non-profit properties. At the November 25, 2014 meeting of the Board of Commissioners, the Board approved closing the Public Housing waiting list, effective January 1, 2015.

In FY16 RAD will be fully underway and the Department anticipates that adjustments and issues will arise as part of the process. The staff is committed to working with residents to ease their concerns during the RAD transition.

JEFFERSON PARK STATE - HILAPP

In FY16 the former Jefferson Park State (109 units) will be demolished and construction will begin on the new Jefferson Park State. The new building will consist of 104 units of Project-Based Section 8 housing. CHA will use its MTW authority to execute a HAP contract for those units and continue operating the site with their Public Housing policies retained.

TEMPLE PLACE CONSTRUCTION

It is anticipated that Temple Place will be fully constructed and leased up in FY16. Due to its proximity to multiple CHA developments that will undergo extensive rehab through RAD, CHA plans to explore the possibility of using some or all of the 40 units at Temple Place to re-locate current public housing residents to accommodate construction. Temple Place will be a 100% low-income housing tax credit (LIHTC) property.

RENT COLLECTION ALTERNATIVES

CHA continues to explore alternative means of collecting rent to modernize our processes and increase convenience for residents. Currently, CHA uses a lockbox and direct draw to collect rent from most residents. We are following up on our prior research into existing rent collection practices, their associated costs, and their frequency of use, and are exploring new options aimed at enhancing the experience for residents and CHA alike. We plan to make efforts to improve our online presence to ultimately provide residents with streamlined communications and rent payment options.

RENT SIMPLIFICATION

In FY16, CHA plans to adapt Rent Simplification to integrate with the Rental Assistance Demonstration and the Low Income Housing Tax Credit Program. Specifically, rent charts need to be adjusted to align with the Tax Credit Maximum Rent and/or Project-Based Section 8 Contract Rent. On November 25, 2014, the Board of Commissioners adopted Part II of the Admin Plan based on a Memo from CHA staff that recommended significant adjustments in the Admin Plan (at the time of this writing, the Memo is available on www.cambridge-housing.org). The Board authorized that additional technical changes may be made by staff to be consistent with revisions from HUD and revisions to the RAD mobility voucher; there are items still pending with HUD as part of their RAD Phase I review. Furthermore, notice of public meeting and comment and individualized meetings with affected tenants regarding phase-in of

any increase in tenant rents will occur in advance of any implementation of tenant rent increases. The Memo organized core adjustments into the following categories: Technical Changes, Rent Policy, Rent Phase-In, Recertification Schedule and RAD Mobility Voucher (subject to HUD approval). In an effort to simplify this process, CHA plans to utilize LITHC software from Emphasys Elite.

LEASED HOUSING/HOUSING CHOICE VOUCHER (HCV)

The Leased Housing Department is responsible for administering all of CHA's housing voucher programs that collectively serve over 2,500 low-income families, elderly and disabled households. Leased Housing oversees the federally funded Housing Choice Voucher program (often referred to as "Section 8"), the Project Based Assistance program (PBA), and the Single Room Occupancy program (SRO). MTW generally applies to the tenant- and project-based vouchers. In addition, the department administers the state Alternative Housing Voucher Program (AHVP) and the Massachusetts Rental Voucher Program (MRVP). Leased Housing also administers the MTW Sponsor Based Voucher program, a special MTW program designed to help local service providers offer shelter and supportive services to hard-to-house individuals not typically served by traditional subsidized housing programs.

With RAD, Leased Housing staff will be actively engaged in the conversion of public housing units to Project-Based rental assistance subsidy in FY16.

PRESERVATION OF EXPIRING USE UNITS

CHA will continue to convert enhanced Tenant-Protection vouchers to Project-Based vouchers in an effort to maintain the affordability of units in several expiring use properties. The local Project-Based Assistance (PBA) Program is an ongoing MTW activity that is expected to grow in the coming years. In FY15, CHA was asked by HUD to assist the Southbridge Housing Authority in the RAD conversion of Brookside Terrace (110 units). Further, Lynn Housing Authority sought CHA assistance in the RAD conversion of Louis Barrett House (145 units). CHA will continue to assist other housing authorities in administering RAD conversion of units to preserve affordable housing in the state of Massachusetts.

PLANNING + DEVELOPMENT

The Planning + Development (P+D) Department secures capital funding from a variety of different state, federal, local and private sources for both the revitalization of our housing portfolio (approximately 2,700 hard units in the City of Cambridge) as well as for the development of new affordable housing opportunities. In FY16, P+D will be responsible for more than \$44 million in overall capital improvements, with an emphasis on long-term durability, livability, energy efficiency and high quality construction. As part of a portfolio-wide repositioning to preserve units, a disposition application for Millers River Apartments under Section 18 of the U.S. Housing Act of 1937 (as amended) is pending with HUD. In addition, HUD approved the conversion of the remainder of the CHA's portfolio through RAD in December 2013. Five developments have been converted to date and construction at six developments will be underway throughout FY16. The conversion of the remainder of the portfolio will be completed by in FY17. See **Five Year Plan Summary** for details on capital funding and planned expenditures over the next five years.

RENTAL ASSISTANCE DEMONSTRATION (RAD) - 2129 units

CHA has converted 443 public housing units under RAD to project-based assistance and will convert the remaining 1,686 units in FY16. All of the housing developments will receive major capital improvements, except for Kennedy Apartments and three recently completed sites that were funded through ARRA

(LB Johnson Apartments, Jackson Gardens and Lincoln Way). Construction work at Putnam Gardens, Manning Apartments, Washington Elms, Newtowne Court, Woodrow Wilson Court and John F. Kennedy Apartments will be underway in FY16. Funding for these developments has been secured through MassDevelopment, tax credit equity and both short-term and long-term private debt.

Phase 2 RAD applications were submitted to HUD in December 2014 for a total of 979 units and are pending approval. The developments included in Phase 2 include Corcoran Park, Jefferson Park Federal, DF Burns Apartments, Truman Apartments, Russell Apartments, Roosevelt Towers Low-rise and the scattered site developments and condo units. Planning for Phase 2 will occur during FY16 and construction will take place from FY17 to FY19.

DISPOSITION - MILLERS RIVER APTS - 302 UNITS

Millers River Apartments is proposed for disposition under Section 18 of the U.S. Housing Act of 1937 (as amended) and has capital needs totaling \$60 million. A disposition application was submitted to HUD in August 2014 and is pending approval. If approved, CHA plans to apply for tenant protection vouchers and to secure tax credit equity (4%) and both short term and long-term private debt. As we finished this Plan, the HUD Special Applications Center approved the disposition of Millers River.

HILAPP - JEFFERSON PARK STATE - 104 UNITS

The redevelopment of Jefferson Park State has closed with a combination of \$10 million in funding under the Commonwealth's new High Leverage Asset Preservation Program (HILAPP), a crucial \$6.37 million from the Cambridge Affordable Housing Trust, tax credit equity through MassDevelopment and both short term and long term private debt. CHA will provide 104 project-based vouchers to cover a portion of the operating costs and debt service for the new units. It is anticipated that construction will start in April 2015. All residents have been relocated temporarily off-site and will have the opportunity to return after construction is completed.

WORK IN SUPPORT OF PUBLIC HOUSING PRESERVATION

Preliminary construction cost estimated at \$305 million

CHA continues to work toward completion of its long-term effort to preserve its "hard" affordable housing stock in Cambridge through RAD, HILAPP and Disposition, as detailed above. This effort has already resulted in the completion of major redevelopment at L B Johnson Apartments, Jackson Gardens and Lincoln Way. CHA has been working on this portfolio-wide effort since early 2007 and has finally secured the financial resources and necessary approvals to move the final phase of this effort forward into construction. The one development waiting funding and approvals is Millers River, which CHA anticipates securing in early FY16.

Aside from temporary relocation necessitated by construction, CHA is committed to keeping all residents in place under the same tenant protections that exist in the public housing program regardless of the ownership entity (except where the low income housing tax credit program requires a different rule). These tenant protections include using the recently updated lease as modified for the low income housing tax credit (LIHTCs) program, grievance and pet policies, resident organization recognition and funding, rent simplification policy, and the 2014 Admissions and the Continued Occupancy Policy (ACOP). In accordance with its standard practice, CHA will continue to engage residents during the design and

construction planning process. CHA is particularly attentive to concerns regarding disruption caused by construction. When construction necessitates temporary relocation, all residents are guaranteed the right to return. In accordance with its standard practice, CHA staff and residents, collaboratively develop a written relocation plan that will detail relocation options and policies and procedures for implementation. Temporary relocation is currently anticipated at Manning Apartments, Newtowne Court and Putnam Gardens.

ENERGY EFFICIENCY IMPROVEMENTS AT VARIOUS LOCATIONS

Energy efficiency improvements such as window replacements, heating system upgrades or conversions, water conservation, regenerative elevators, augmented insulation, and integration of green/sustainable technologies are an integral part of the RAD Phase 1 Construction Projects as described in previous sections of this Plan. The five RAD Phase 1 developments are each projected to achieve a minimum of 20% reduction in energy consumption and a 30% reduction to existing water consumption after construction is completed. CHA continues to augment on site power generation with two additional cogeneration plants cited at Frank Manning Apartments and Newtowne Court. All of these projects will be certified through the Enterprise Green Communities Program. Beyond the RAD construction, CHA working in partnership with our local weatherization partner will continue our LED lighting conversion throughout the portfolio.

Aside from bricks and mortar improvements, CHA is working to improve transparency with energy reporting. While CHA has relied on internal monthly reporting for the past 10 years, the agency is in the process of developing monthly reporting available to the public via our newly redesigned website. Log in access will also be provided to public housing residents enabling them to view the energy performance of their development. This data will also be uploaded into the EPA Portfolio Manager that standardizes energy metrics across the Nation.

As of this writing, CHA is exploring community solar programs whereby those properties not suitable for direct solar installations due to structural or shading issues are able to support renewable generation by taking part in an aggregated “community” solar installation. Community solar projects deliver emissions reductions to the local community while still allowing participants to experience savings over standard electric rates.

AFFILIATES

*CAMBRIDGE AFFORDABLE HOUSING CORPORATION (CAHC) • ESSEX STREET MANAGEMENT, INC.
• KENNEDY MANAGEMENT, INC.*

In early FY16 CHA, through its affiliate, the Cambridge Affordable Housing Corporation (CAHC), will complete construction on the long-awaited Temple Place. This development of 40 new units of deeply affordable housing located on the former site of the YWCA Pool on Temple Street in the heart of Central Square. Temple Place is a new five-story apartment building that will be completed in early FY16 and will contain 25 two-bedroom units and 15 one-bedroom units in a 43,000 square foot development that was first envisioned over eight years ago. Temple Place is being financed with funds generated through Low Income Housing Tax Credits (LIHTCs), funds from the City of Cambridge and the Cambridge Affordable Housing Trust, the Massachusetts Department of Housing and Community Development, as well as private construction and permanent financing from the East Cambridge Savings Bank. Deep affordability will be achieved at the property through a long-term Project-Based Section 8 Housing Assistance from CHA. Temple Place will achieve certification with Enterprise Green Communities Criteria as well as the

Energy Star certification for new construction. CAHC will also be the entity responsible for the HILAPP redevelopment at Jefferson Park State.

Essex Street Management, Inc. (ESMI) will be CHA's legal entity involved in the mixed finance of the RAD properties and disposition of Millers River. The new ownership entities (LLCs) that will be created for each RAD property will retain the same Board of Directors as existing LLCs established under ESMI. In addition, CHA's Property Management Department (also known as the Operations Department) will continue to maintain and manage the RAD LLC properties.

All properties under CHA affiliate organization are occupied at 100% and it is anticipated that this will be maintained into FY16.

RESIDENT SERVICES

The mission of the CHA's Resident Services department is to foster the healthy development of youth and to promote self-sufficiency among adults by providing a continuum of services – both directly and through interagency collaboration – which assist them in reaching their personal, educational, and economic potential. Over the past year, the department has made significant strides in its capacity to reach a broader range of clientele across the life cycle. In FY16, Resident Services will continue to build on these successes in critical ways, creatively expanding established partnerships, and bringing several key internal initiatives to full operational status.

CITY-WIDE COLLEGE SUCCESS INITIATIVE – OFFICE OF COLLEGE SUCCESS (OCS)

CHA has played a central role in developing and leading the city-wide College Success Initiative (CSI), a consortium of youth development organizations, city officials, and school administrators who have grown increasingly concerned with the poor persistence rate among low-income students who matriculate to college. As a first step, CSI has focused on securing a more rigorous definition of college and career-readiness in the interest of supporting college completion among the most vulnerable students. CHA has played a leading role in launch of the city-funded Office of College Success (OCS), the hiring of a new Coordinator who maintains city employee status, and adoption of a city-wide charter to guide the College Success Initiative. OCS will build on the momentum established by CSI partners to formalize a coherent service system of college-readiness programs and transition services to better prepare and support low-income Cambridge students entering college. The Office will coordinate information, data, and resources for community programs, youth development agencies, school staff, students, and parents so that all stakeholders are aware of the diverse factors that lead to sustained post-secondary success.

In FY16 OCS will focus on four central development areas: 1) improving continuity in service delivery and consistency in the use of best practices; 2) coordinating workshops for parents, caregivers, and prospective students on college-readiness topics; 3) creating a data collection system to better track student outcomes; and 4) developing partnerships and programs with key post-secondary institutions enrolling significant numbers of Cambridge students.

CHA will continue to play a stewardship role in the College Success Initiative. At the time of this writing, the Director of Resident Services serves as co-chair of the Initiative's Steering Committee. The Steering Committee will oversee the Initiative's Advisory Committee and the OCS Coordinator.

THE WORK FORCE: COLLEGE SAVINGS ACCOUNT PROGRAM

CHA continues to make significant inroads in ameliorating the perennially poor post-secondary rates of college enrollment of low-income students. In FY15 CHA integrated a College Savings Account component into the Work Force Youth Program. In this program, Work Force youths can save up to \$1000 through program employment savings, and a menu of “monetized” incentives in areas such as program attendance and participation; competent ratings on employment evaluations; family engagement in program and school-related activities; and completion of academic success outputs. A 1:1 match of those funds will be offered upon high school graduation and students have a two-year grace period to use their savings to defray post-secondary education costs.

In FY16 with funding from a local foundation, the program will be fully operational with 120 10th- 12th grade students banked and saving. In addition all 80 Work Force 8th and 9th grade participants receiving a planned series of financial education trainings before entering the savings portion of the program.

THIS WAY AHEAD PROGRAM - GAP FOUNDATION

Launched in partnership with Gap, Inc. in 2013, This Way Ahead (TWA) is a job training and retail internship program for low-income residents, ages 15 to 21. TWA helps teen and young adults explore careers and prepare for the working world by providing trained Gap staff to facilitate paid job training and fund Resident Services staff to teach career-readiness workshops. Youth who successfully complete the stringent eight-week training period may interview for summer internships in Gap and Old Navy stores in the Greater Boston area. Upon completion of the three-month internships, participants receive several months of follow up case management support. The program is funded in full by the Gap’s philanthropic foundation.

In FY16 and the beginning of FY17 the program is scheduled to reach full capacity at 100 participants as the the next two cohorts are selected. To reach capacity, CHA has cultivated an official partnership with the Boston Housing Authority (BHA) in which approximately 40% of each cohort are expected to be drawn from BHA beginning in FY16. BHA participants will receive their workshop training at BHA facilities, in parallel with CHA participants. Approximately half will be chosen for summer Gap internships. The remaining eligible students will be placed in positions secured through the Private Industry Council, ABCD, and the Boston Youth Fund.

MAKERSPACE - THE POSSIBLE PROJECT (TPP)

The Possible Project (TPP) is a youth entrepreneurial center that prepares low-income students for long-term personal and professional success by teaching them the skills they need to start and run their own businesses. The TPP program model and formal partnership with CHA aligns perfectly with CHA’s commitment to bridge the technological and training divide that often prevents CHA residents from gaining the specialized skills needed for self-sufficiency. The partnership will provide an important testing ground on how advanced technologies can be incorporated into early career-training models.

At the time of this writing it is anticipated that construction will be completed of “Makerspace,” a digital design and fabrication studio housed in a renovated warehouse space at 107 Portland Street (next to Newtowne Court/Washington Elms) in Winter 2014 and utilization of the space will occur in early 2015. Construction completion and full utilization of the space will mark official launch of the partnership. The Makerspace is located adjacent to MIT and the bio-tech industries of Kendall Square, will allow CHA

youth participants to build their own products, using a variety of cutting edge technology, including a 3-D printer and a state-of-the-art laser-cutter. At the time of this writing, the Makerspace dedication is scheduled for late February or early March 2015.

In FY16, TPP and CHA plan to conduct open houses and other outreach events geared specifically to Newtowne Court/ Washington Elms residents to investigate how the partnership may be of service and to test potential areas of collaboration between the TPP program and Work Force. Its proximity to MIT affords TPP and CHA not only the opportunity to develop new business ventures that would directly benefit the NTC/WE community, but also explore strategic partnerships with MIT and the rapidly expanding tech industry of Kendall Square. In addition, this new partnership will creatively combine the core educational methodologies of TPP's entrepreneurship model with the Work Force program. Specifically, our aim is to identify ways to combine TPP's expertise on innovation and entrepreneurship with the Work Force program's focus on life skill development, career-readiness and vocational training, and to seek new funding opportunities under a strengthened partnership. At the time of this writing, nine (9) Work Force students are participating in TPP and forty-five (45) of the eighty-five (85) Cambridge-based TPP participants (53%) either reside in CHA housing or are CHA voucher holders.

TENANT LIAISON

CHA recognizes that tenant participation and building community through tenant organizations that advocate for and raise the voices of CHA families are equally important in helping shape CHA policies. The Tenant Liaison is committed to providing ongoing support, financially and through technical assistance, to tenant councils including organizing committees working to establish tenant councils. He will continue to work with tenant councils and the Alliance of Cambridge Tenants (ACT), a city-resident organization representing CHA voucher holders and public housing residents, to develop the capacity of tenant leaders through skills trainings and targeted workshops that enhance their knowledge in tenant organizing, leadership, and other relevant topics determined by the tenant leaders. Additionally, the Liaison will continue to work closely with Planning + Development, Property Management, and Leased Housing on issues affecting tenants' living conditions.

In FY16, the Tenant Liaison will work to increase the number of recognized tenant councils to twelve (12). Currently there are seven (7) recognized tenant councils. The Liaison will also assist in the FSS+ program, its proposed expansion and other programs in Resident Services, particularly around the College Savings program, outreach activities to CHA tenants, and use of social media to effectively connect with CHA households.

CENTRAL OFFICE

The Central Office Cost Center (COCC) is located at 362 Green Street and serves as headquarters for CHA administration. In addition to the directors and office staff in the highlighted departments, the Central Office houses the executive office, legal, human resources, the Policy and Technology Lab East (PTL-East), safety and security, energy, the tenant liaison, customer service, and fiscal.

HUMAN RESOURCES

With RAD fully underway in FY16, CHA plans to hire between ten and fourteen (10-14) Section 3 Tenant Coordinators as renovations at different public housing sites commence. CHA is committed to providing

orientation and training for the Tenant Coordinators so that they are familiar with their responsibilities and resources available. CHA hopes the Tenant Coordinator positions will be secure for a minimum of five (5) years to support the RAD transition.

SAFETY AND SECURITY

In FY16 the Public Safety Administrator plans to update the Fire and Evacuation Procedure handout and provide copies to all residents in CHA housing. This handout was last updated in September 2010. In addition fourteen (14) lighting surveys will be conducted at CHA properties to check for safety and security camera issues. Furthermore, in cooperation with the Cambridge Police Department, eight (8) training exercises will be carried out at CHA developments to increase awareness of current trends in crime. Lastly, a Volunteer Security Monitor program consisting of LBJ Apartments residents will be developed and instituted on-site.

PERFORMANCE MANAGEMENT

In FY16 CHA anticipates that a standard reporting structure will be in place and provide key operational indicators on a monthly basis for core departments. These reports would not only deliver data based on functional areas that frontline staff and managers need but also provide the big picture numbers for effective forecasting and evaluation. The reporting structure will evolve with the RAD transition.

CUSTOMER SERVICE

In January 2015, CHA will resume meetings with its Customer Service Committee. The primary agenda item for this group is the procurement of a firm or firms to design and administer agency-wide customer service training, which will have components to include resident leaders, advocates and tenant representatives. In addition, the selected consultant will assist CHA in establishing tools to measure the success of these trainings, including resident satisfaction surveys.

POLICY + TECHNOLOGY LAB EAST

The Policy and Technology Lab East plans to strengthen its partnership with its West counterpart based at Keene Housing in determining research concepts and policies that would benefit CHA and/or Keene Housing. In addition, the Lab plans to submit proposals to the Rappaport summer fellowship program. During FY16, the Lab will largely focus on supporting the pilot of an expanded Financial Savings and Stability (FSS+) at two CHA public housing sites. In FY15, CHA has been working collaboratively with COMPASS Working Capital and Abt Associates to design the pilot program. At the time of this writing, plans are underway to submit additional proposals to fund the pilot. Further, the Lab will support the RAD transition as needed.

THE BUDGET

Under the MTW Program, CHA is funded through three main sources: Public Housing Operating Subsidy, Housing Choice Voucher Program Subsidy, and a Capital Fund. The first two sources are based on a formula established by the MTW Agreement between CHA and HUD that was signed in 1999, while funds allocated to the Capital Fund are determined on an annual basis through the Federal budget process. CHA estimates an 80% proration in its Federal Public Housing Operating Subsidy and 97% proration in the Housing Choice Voucher Subsidy and 72% proration on the administrative fee portion of the MTW funding. In FY 2014, CHA was approved by HUD to proceed with the conversion of its federal public housing portfolio under HUD's Rental Assistance Demonstration Project (RAD). This will convert public housing subsidy to a property-based subsidy, also known as project based vouchers and accordingly will be included in the total MTW Housing Choice Vouchers program. This budget reflects 1,150 public housing units converted to RAD in FY16.

FY16 MTW FUNDS

	Federal Public Housing	MTW Housing Choice Vouchers	Capital Fund	Total MTW Funds
SOURCES				
Operating Receipts	\$6,443,169	-	-	\$6,443,169
Subsidy Earned	\$7,322,887	\$50,433,783	\$1,583,162	\$59,339,832
TOTAL SOURCES	\$13,766,056	\$50,433,783	\$1,583,162	\$65,783,001
USES				
Administrative Expenses	\$1,300,468	\$1,294,906	\$158,316	\$2,753,690
Maintenance Labor	\$2,158,014	-	-	\$2,158,014
Tenant Services	\$441,179	\$251,135	-	\$692,314
Materials & Supplies, Contract Costs	\$2,619,373	-	-	\$2,619,373
General Expenses	\$2,820,768	\$1,591,808	-	\$4,412,576
Housing Assistance Payments	-	\$45,476,747	-	\$45,476,747
Utilities	\$2,993,686	-	-	\$2,993,686
Capital Improvement	\$500,000	-	\$1,424,864	\$1,924,864
TOTAL USES	\$12,833,488	\$48,614,596	\$1,583,162	\$63,031,246
CASH BEFORE TRANSFERS	\$932,568	\$1,819,187	-	\$2,751,755
Block Grant Transfers	-	\$(1,500,000)	-	\$(1,500,000)
CASH AFTER TRANSFERS	\$932,568	\$319,187	-	\$1,251,755

FY16 NON-MTW FEDERAL FUNDS

	Non-MTW Vouchers	Non-Elderly and Disabled (NED) and Veterans Assisted Supportive Housing (VASH)	Tenant Services	Total Other Federal Funds Budget
SOURCES				
Operating Receipts	-	-	\$1,283,569	\$1,283,569
HUD Grants	\$10,055,847	\$2,646,671	\$72,352	\$12,774,870
TOTAL SOURCES	\$10,055,847	\$2,646,671	\$1,355,921	\$14,058,439
USES				
Administrative	\$734,771	\$232,213	\$1,035,091	\$2,002,075
Tenant Services	-	-	\$600,016	\$600,016
Rent Payments	\$8,881,224	\$2,070,698	-	\$10,951,922
TOTAL USES	\$9,615,995	\$2,302,911	\$1,635,107	\$13,554,013
NET OPERATING CASH	\$439,852	\$343,760	\$(279,186)	\$504,426

In addition to MTW funds, CHA also receives funds from other federal programs. Non-MTW vouchers include Mainstream, Moderate Rehabilitation, NED (Non-Elderly and Disabled)/VASH (Veterans Assisted Supportive Housing), Preservation and Tenant Protection Programs and Service Coordinator programs which are integrated with the overall mission of CHA.

FY16 CENTRAL OFFICE COST CENTER (COCC)

SOURCES	
Total Management Fees	\$4,156,345
Fee-for-Service	\$1,355,957
Miscellaneous	\$75,000
TOTAL SOURCES	\$5,587,302
USES	
Salaries	\$2,281,489
Benefits	\$1,333,024
Central Maintenance	\$975,849
Administrative Contracts	\$287,160
Office Rent	\$251,626
Other Admin. Overhead	\$555,349
TOTAL EXPENSES	\$5,684,497
NET CASH	\$(97,195)

The Central Office Cost Center (COCC) is supported by a fee-for-service structure. These fees include management, asset management and bookkeeping fees charged to all Federal and State Public Housing programs and the mixed-finance developments CHA administers.

The COCC budget includes overhead costs for most CHA departments except those in Planning + Development and Tenant Services. These costs are budgeted in accordance with CHA's local asset management plan (LAMP), as they are considered program specific costs. CHA hopes to cover any estimated deficit by using existing reserves within the COCC.

FY16 NON-FEDERAL FUNDS

ESTIMATED BEGINNING CASH-4/1/2015		\$1,530,918
SOURCES		
Leased Housing ancillary fee income		\$36,000
TOTAL SOURCES		\$36,000
TOTAL CASH		\$1,566,918
USES		
Operating Transfers		
Administrative costs		\$29,780
COCC support to cover deficits		\$75,000
TOTAL USES		\$104,780
NET CASH		\$1,462,138

Non Federal funds are fees earned by CHA for services that pertain to third party leased housing programs. These may include, but are not limited to, inspection services, development and planning services, and other ancillary services that are performed by CHA to independent third parties. During FY15, CHA received approximately \$150,000 of non-federal funds which are maintained as a separate funding source. These funds will be used for either non-federal purposes or initiatives that support public housing. These funds fall under the Fees Earned for Agency Services in the Local Asset Management Plan. For FY16, conservative estimates have been used in non-federal funding sources.

FY16 STATE FUNDS

	State Voucher	Public Housing	Total State Funds
SOURCES			
Operating Receipts and Subsidy	\$1,206,348	\$1,501,952	\$2,708,300
TOTAL SOURCES	\$1,206,348	\$1,501,952	\$2,708,300
USES			
Administrative	\$149,596	\$315,238	\$464,834
Tenant Services	-	\$5,566	\$5,566
Maintenance Labor	-	\$212,295	\$212,295
Materials/Supplies, Contract Costs		\$343,311	\$343,311
General Expenses	\$1,343	\$239,672	\$241,015
Rent Payments	\$1,141,008		\$1,141,008
Utilities		\$272,865	\$272,865
TOTAL USES	\$1,291,947	\$1,388,947	\$2,680,894
NET OPERATING CASH	\$(85,599)	\$113,005	\$27,406

As in prior years, State voucher program realizes a deficit but CHA has been able to supplement the State Public Housing (and voucher) programs thanks to MTW budgetary flexibility. The public housing portion represents state assisted programs.

FY15 BLOCK GRANT

ESTIMATED BEGINNING CASH-4/1/2015	\$275,000
SOURCES	
MTW Transfer	\$1,500,000
CFP P&D fees	\$158,316
Development fees	\$2,250,000
TOTAL SOURCES	\$3,908,316
TOTAL CASH	\$4,183,316
USES	
Operating Transfers	
Transfers to MRVP	\$86,000
SUBTOTAL	\$86,000
Planning + Development	
Admin Support	\$2,367,276
General and Admin Overhead	\$139,731
Consultants	\$287,000
P + D Working Capital	\$500,000
SUBTOTAL	\$3,294,007
Block Grant Projects	
PT Lab	\$325,843
SUBTOTAL	\$325,843
TOTAL USES	\$3,705,850
NET CASH	\$477,466

CHA's single fund flexibility under MTW allows CHA to allocate funds to a Block Grant to support activities that may otherwise not receive adequate funding. The above table shows the estimated funds allocated to the Block Grant for FY16.

CHA's ability to fund capital projects through the Block Grant at the site level is dependent on HUD's funding for both the Public Housing and the Housing Choice Voucher programs. Reduced proration over the last three years have impacted CHA's ability to fund capital projects.

ECONOMIC MOBILITY PROGRAMS FACT SHEETS

FINANCIAL STABILITY + SAVINGS PLUS (FSS+)

WORK FORCE COLLEGE SAVINGS PROGRAM

PATHWAYS TO PERMANENT HOUSING - HEADING HOME

PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE

FINANCIAL STABILITY + SAVINGS PLUS (FSS+) PROGRAM

PROGRAM DESCRIPTION

A five-year program in which participants work with Compass to develop goals in five core areas:

1. Income and employment
2. Credit and debt
3. Savings
4. Utilization of quality financial products
5. Asset development

Advancement in employment is encouraged through coaching, financial education, escrow incentives and other support. Financial education workshops are conducted on a monthly basis. By the end of the program, participants are expected to have met goals in the above five areas, improve their employment situation, and receive no cash welfare (TAFDC) during the twelve months prior to the FSS+ contract expiration.

A key component of the program is the establishment of an Escrow Savings Account for each participant. Participants who increase their wage income may save a portion of their rent increase in their escrow account. CHA maintains the account under the participant's name for up to five years. Occasional withdrawals from the account may be taken to advance goals related to financial security. Upon successful program completion, participants who remain in the MTW HCV program may use their escrow savings to meet further financial goals. Examples include but are not limited to the following.

- job training
- education
- credit repair
- small business development
- homeownership
- saving in qualified education or retirement accounts

Participants who voluntarily transition to homeownership or market rate housing upon successful program completion may use their escrow account without restriction to advance household economic independence.

PROGRAM GOAL: Increase participants' assets, improve employment, and eliminate dependence on TAFDC.

MTW AUTHORITY: Modified escrow, shared savings, simplified escrow calculations, and no income restrictions.

WHO IS ELIGIBLE: CHA MTW Housing Choice Voucher (HCV) holders. Must be Head of household.

PROGRAM CAPACITY: Available to all CHA Head of Household HCV holders.

PARTNERS: Compass Working Capital (CWC)

MTW INVESTMENT: Approximately \$1000/family per year.

FOR MORE INFORMATION Amanda Giglio, Financial Services Associate
Compass Working Capital
617.790.0810
agiglio@compassworkingcapital.org

WORK FORCE COLLEGE SAVINGS PROGRAM

PROGRAM DESCRIPTION

A financial literacy and financial management skills-building program that supplements the five-year Work Force Program. The College Savings program begins with two preliminary years of financial education starting in 8th grade followed by saving wages from part-time employment starting in the 10th grade and continuing through senior year. Participants can save up to \$800 in wages. Parents are encouraged to contribute to the account. Participants receive monetized incentives for completing goals, such as the following.

- Program attendance and participation
- Positive employment evaluation
- Family engagement in select program and school activities
- Achievement of academic outputs

A one-to-one match of up to \$1,000 upon participant's graduation and successful completion of the program. The maximum savings goal for each student, including the match, is \$2,000, although participants can save beyond the \$1,000 matched threshold.

PROGRAM GOAL: Promote financial literacy among Work Force Program participants, and assist them in meeting their savings goals for post-secondary education.

WHO IS ELIGIBLE: All participants (eighth through twelfth grade) enrolled in CHA's Work Force Program.

PROGRAM CAPACITY: 200 participants in a full five year cycle. Currently the program is in Year 2 with 90 participants.

PARTNERS: Midas Collaborative, Cambridge Savings Bank and the Jacobs Foundation.

MTW INVESTMENT: Will contribute to savings match in three years and/or after grant funding is utilized.

FOR MORE INFORMATION Kam Maali, Deputy Director of Resident Services
Cambridge Housing Authority
617.520.6350
kmaali@cambridge-housing.org

PATHWAYS TO PERMANENT HOUSING - HEADING HOME

PROGRAM DESCRIPTION

A two-year program in which Heading Home participant families are screened and are provided housing through a sub-lessee arrangement with Heading Home funded by a CHA Housing Choice Voucher. During the two years, the participant families work with Heading Home and CHA staff to build their credit and improve their ability to move into permanent housing. The participant family must fulfill the following conditions.

1. Comply in full with Heading Home's Participant Agreement
2. Complete at least two sessions of financial literacy training
3. Pay Heading Home's program fee (calculated at 30% of the participant family's income) on time each month for 24 consecutive months.
4. Obtain utilities in their name without incurring debt that might inhibit the ability to obtain such services in the future.

The participant family is also provided an escrow account in which they can build assets through an incentivized savings program. For families that successfully complete the two-year program and are able to come off their subsidy, Heading Home will offer the Plus One Payout.

Upon completion of the program, the participant family may pursue a CHA Housing Choice Voucher provided they successfully pass the requisite CORI, income, and eligibility screening. Similarly, if the participant family chooses to pursue a CHA public housing unit, they must be eligible in accordance with CHA's Admission and Continued Occupancy Plan requirements. CHA will evaluate each participant family's ability to comply with the requirements of a CHA lease based on their Pathways to Permanent Housing - Heading Home participation and in lieu of the standard 3-5 years of housing history.

If, at the end of the two-year program period, a participating family has not sufficiently met program requirements and/or deemed ineligible for a voucher or public housing unit, the participant family will receive a limited extension (up to three months).

PROGRAM GOAL: Stabilization for hard-to-house households.

MTW AUTHORITY: Provide sponsor-based vouchers.

WHO IS ELIGIBLE: Heading Home shelter residents screened by Heading Home staff.

PROGRAM CAPACITY: Maximum 45 participants.

PARTNERS: Heading Home, Inc.

MTW INVESTMENT: At least 30 vouchers but no more than 45 vouchers.

FOR MORE INFORMATION

Tom Lorello
Executive Director
Heading Home, Inc.
617.864.8140
tlorello@headinghomeinc.org

PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE

PROGRAM DESCRIPTION

This program provides CHA housing to individuals fleeing domestic violence and who have been working with Transition House to get back on their feet. After the individual has been selected by Transition House and determined to be eligible for public housing, the family moves into a CHA housing unit that is leased to Transition House. Transition House works intensively with participants to help them move towards self-sufficiency. After one year of this sponsor-based arrangement in which the participant maintains good tenant standing, CHA transfers the lease directly to the participant. Thereafter, the participant is expected to assume the same responsibilities as other CHA residents and maintain tenancy in accordance with the CHA Admissions and Continued Occupancy Plan. A Transition House liaison is responsible for the following tasks.

- Provide direct and support services, information, and referrals to the participants in the program and monitor progress.
- Conduct initial resident, participant, applicant and emergency intake assessments arising from incidents of domestic violence.
- Recommend interventions and/or referrals as appropriate, based on residents/participants/applicants needs, and then develops case plans to address those needs.
- Train CHA staff on the requirements of the Violence Against Women Act (VAWA) and cultivate sensitivity for staff who work directly with the public.

WALK-IN HOURS: Tuesdays, 12 pm- 2 pm at CHA central office (362 Green Street, 3rd Floor, Cambridge)

PROGRAM GOAL: To provide stable housing for individuals fleeing domestic abuse, in conjunction with case management and other support from Transition House.

MTW AUTHORITY: Fund community liaison position for 3 years.

WHO IS ELIGIBLE:

1. Participant must be a resident at Transition House and have participated in Transition House's program for at least 90 days.
2. Participant must have been on the CHA waiting list for at least one year.
3. Participant must pay a program fee (30% of family income) which Transition House will collect and provide to CHA as the tenant portion of the rent.

PROGRAM CAPACITY: 2 families (public housing units) per year.

PARTNERS: Transition House

MTW INVESTMENT: 10 vouchers allocated to serve 10 families and 1 full-time community liaison to provide staff support services over 3 years.

FOR MORE INFORMATION Ester Serra Luque, Community Liaison
Transition House
857.998.9625
cambridgecommunityliaison@gmail.com

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EARLY CHILDHOOD AND YOUTH PROGRAMS FACT SHEETS

BABY UNIVERSITY AND ALUMNI ASSOCIATION

BIG BROTHER BIG SISTER

DREAM MENTORING

JUST-A-START YOUTHBUILD

PATHWAYS TO FAMILY SUCCESS

THIS WAY AHEAD/GAP Inc

TUTORING PLUS, Inc

WORK FORCE YOUTH PROGRAM

BABY UNIVERSITY AND ALUMNI ASSOCIATION

PROGRAM DESCRIPTION

A 16-week strengths-based program designed to increase parents' knowledge on a variety of child-rearing topics, strengthen parent-child relationships, break parental isolation, and connect parents to beneficial community resources. This program was designed for parents with children pre-natal to three years of age.

All parents who complete Baby University may join the Baby U Alumni Association. The Alumni Association teaches new skills, strengthens relationships and maintains supportive connections between staff and families.

PROGRAM GOAL: To help parents to gain important skills for effective parenting.

PROGRAM STRUCTURE: 10 weeks of workshops on child development and behavioral management, followed by 6 weeks of playgroups. Families also receive 6-8 home visits throughout the 16-week program. Upon graduation, participating families are encouraged to join an alumni network.

ENROLLMENT TIMELINE: The program typically starts in the late fall/early winter and runs through early March.

WHO IS ELIGIBLE: Low-income families, particularly parents with at least one child three years of age or younger living in CHA family housing or who are HCV holders living in Cambridge.

ENROLLMENT PREFERENCE: Each year families are selected from a different part of the City of Cambridge. For example, in one year the program recruited families from Area Four and East Cambridge.

PROGRAM CAPACITY: Approximately 40 families per year. All parents who graduate from Baby University are eligible to join the Baby U Alumni Association.

PARTNERS: The City of Cambridge

FOR MORE INFORMATION Betsy Abrams, Baby University Coordinator
City of Cambridge
617.620.4877
babrams@cambridgema.gov

**Transportation to and from the program, along with childcare (for all children) during workshops are provided to participating families.*

BIG BROTHER BIG SISTER

PROGRAM DESCRIPTION

Big Brother Big Sister program is long standing one-to-one mentoring program that seeks to develop relationships that have a direct and lasting impact on the lives of young people. The organization, located in downtown Boston, makes meaningful, monitored matches between trained adult volunteers and children, ages 7 through high school graduation, in communities across Massachusetts Bay. By helping young people achieve their full potential, the organization aims to contribute to the creation of healthier families, better schools, and stronger communities.

PROGRAM GOAL: To provide children who need additional positive adult role models with strong and enduring, professionally supported one-to-one relationships with caring, responsible adults that can change their lives for the better.

PROGRAM STRUCTURE: One-to-one mentoring is conducted in their community-based programs, but also provides the same in school or site-based programs as well as college campus-based programs. In the one-to-one model, adults and students work together to arrange a mutually beneficial visitation schedule that allows them to participate in a broad range of activities.

WHO IS ELIGIBLE: Youth, ages 7 through 18, living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Rolling enrollment.

PROGRAM CAPACITY: The program currently serves 104 students in Cambridge public housing and is expanding to include more matches.

PARTNERS: Multiple partners

FOR MORE INFORMATION **Big Brothers Big Sisters of Massachusetts Bay**
75 Federal Street, 8th Floor
Boston, MA 02110
617.542.9090
info@bbbsmb.org

DREAM MENTORING

PROGRAM DESCRIPTION

DREAM, Inc. is a mentoring organization that pairs college students with youth from affordable housing neighborhoods to encourage the participant's growth. Founded in 1999, DREAM currently works with 13 colleges and 18 affordable housing neighborhoods throughout Vermont and Massachusetts. Central to the DREAM model is the concept of youth empowerment, with youth and mentors working together to create fun and rewarding activities that cultivate strong decision-making and leadership skills among participants. Spending one-on-one time with adults helps students model positive behavior and social interactions and develop their self-identity.

PROGRAM GOAL: To help low-income youth gain the network of support and learning that they need for long-term personal and professional success.

PROGRAM STRUCTURE: Participants in DREAM have access to a variety of experiences, including:

- Weekly one-on-one and group mentoring
- Summer activities in their communities
- Summer and winter programming through the organization's Adventure Programming initiatives (vary by location)
- Local and regional end-of-semester adventure trips

WHO IS ELIGIBLE: Low-income families, particularly parents with at least one child between the ages of 5 and 8 living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: The program matches students to college-age mentors in September for fall start-up, but students can enroll at any time during the year provided there are mentors available. DREAM also offers an extensive summer enrichment program on-site in July and August.

PROGRAM CAPACITY: 20 mentoring matches.

PARTNERS: DREAM, Inc., Harvard University

FOR MORE INFORMATION Rei Champion, Program Director, Boston
DREAM, Inc.
41 Dearborn Street
Roxbury, MA 02119
617.699.8408
rei@dreamprogram.org

JUST-A-START YOUTHBUILD

PROGRAM DESCRIPTION

Just-A-Start (JAS) Youthbuild helps young adults develop their academic and leadership skills while contributing to the betterment of their local communities. JAS students contribute to the development and improvement of affordable housing while working towards a GED or high school diploma during the two-year program. Through academic, college-readiness, and career development support, the program helps transition students to college and long-term careers.

PROGRAM GOAL: To develop the skills and abilities of youth in order to maximize their opportunities for personal growth and productive citizenship, while involving them in community services in Chelsea, Cambridge and surrounding Metro-North communities.

PROGRAM STRUCTURE: A two-year program. JAS prepares students for a 2- or 4-year college, apprenticeships, post-secondary certificates, and job training. All students take courses in Science, Math, English Language Arts, and Social Studies, where they develop skills in critical thinking, problem-solving, reading comprehension, real-world math, and analytical, persuasive, and descriptive writing. Students can earn up to \$125/week in stipends. Students also commit to working on community service teams that develop and rehabilitate affordable housing developments in the city.

WHO IS ELIGIBLE: Young adults, ages 17 to 21, who want to earn their high school diploma or GED.

APPLICATION TIMELINE: The program typically starts in Fall of the academic year.

PROGRAM CAPACITY: A cohort of 25 to 30 students annually.

PARTNERS: Multiple partners

FOR MORE INFORMATION Gina Plata, Director of Education & Training Services
Just-A-Start
617.492.1460
ginaplata@justastart.org

PATHWAYS TO FAMILY SUCCESS

PROGRAM DESCRIPTION

Pathways to Family Success is a holistic educational support program for CHA residents (public housing or Section 8) who have a child between the ages of 5 and 8. The program supports families through ongoing one-to-one case management, basic financial literacy, parenting workshops, and the Parents ROCK component (Reading on Computers with Kids), where parents spend time with their child reading and playing educational games on computers each Saturday morning as a means of promoting sound literacy practices. Adults can also take English classes at the Community Learning Center.

PROGRAM GOAL: Works with eligible families to help them reach their educational, childcare, and employment goals.

PROGRAM STRUCTURE: The program operates out of the Work Force Computer Lab at 119 Windsor Street. Weekly workshops and individualized case management as needed.

WHO IS ELIGIBLE: Low-income families, particularly parents with at least one child between the ages of 5 and 8 living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Semester-by-semester basis.

PROGRAM CAPACITY: 20 families.

PARTNERS: Cambridge Public Health Department

FOR MORE INFORMATION Beth McGinn, Program Coordinator
Cambridge Public Health Department
617.665.3827
emcginn@challiance.org

THIS WAY AHEAD/GAP INC

PROGRAM DESCRIPTION

A nine-month job training and internship program designed to assist CHA teens interested in gaining substantive, retail job experience in a mentored environment. This Way Ahead (TWA) is offered annually, starting in the spring of each year, and consists of three sequential steps:

1. Eight weeks of paid career exploration and job readiness workshops offered jointly by trained Gap managers and CHA's TWA Program Coordinators.
2. Three-month paid summer internships offered at select Gap and Old Navy stores in the greater Boston area.
3. Follow up case management support and additional job readiness training for graduates conducted by CHA's TWA Program Coordinators.

PROGRAM GOAL: To provide low-income teens with extensive job and career-readiness training in preparation for paid, part-time summer internships at Gap and Old Navy stores in greater Boston.

WHO IS ELIGIBLE: Low-income teens who are in school, and between the ages of 16 and 21. Teens must be a household member of a CHA resident or Housing Choice Voucher (HCV) holder. In FY16 a percentage of the participants will be Boston Housing Authority residents.

APPLICATION TIMELINE: Program recruitment runs from January through March.

PROGRAM REQUIREMENTS: Participants start an 8-week paid job training program in April. Participants are expected to attend two sessions a week. Summer internship placements run from July to September. Participants are required to commit 10 to 15 hours/week that typically involve weekend hours.

PROGRAM CAPACITY: 100 participants for each program cycle.

PARTNERS: This program is funded by the Gap Foundation.

FOR MORE INFORMATION Traci McCubbin and Janelle Carson, TWA Program Coordinators
Cambridge Housing Authority
617.499.7125
trmccubbin@cambridge-housing.org
jcarson@cambridge-housing.org

TUTORING PLUS, INC.

PROGRAM DESCRIPTION

An academic-year based tutoring program, Tutoring Plus supports and encourages the academic, personal, and social growth of children and youth in Cambridge with the help of trained volunteers and community partners. The organization provides 1:1 tutoring for youth grades 4 through 12, and provides tutoring for specialized programs of local community partners. Services are offered free of charge.

PROGRAM GOAL: To help students develop their academic skills and become stronger, more confident students by partnering the students with a trained volunteer tutor.

PROGRAM LOCATION AND STRUCTURE: The Tutoring Plus program for middle school students meets 5:30-7:00, Mondays and Wednesdays at Fletcher-Maynard Academy, Tuesdays at Cambridgeport School, and Thursdays at King Open School. CHA residents may participate at these sites.

The High School One-on-One Tutoring program is for high school students in the Work Force Youth Program who have expressed an interest in receiving help in one or more academic subjects. Students are matched with tutors based on academic needs. Tutoring pairs work together each week to strengthen the student's aptitude in specific academic subjects. The high school program is offered one evening a week (6:30 to 7:00) at three Work Force sites: Roosevelt Towers, Jefferson Park, and 119 Windsor St. Tutoring Plus' programs are carefully designed around five core values: Academic Success and Self-esteem; Mentoring; Multiculturalism; Collaboration; and Inclusiveness.

WHO IS ELIGIBLE: Middle-school and high school students who are participants in the Work Force Youth Program. Primary and middle school students living in CHA housing or are members of CHA voucher holder households.

APPLICATION TIMELINE: Tutoring sessions are offered from October to January and from February to May.

PROGRAM REQUIREMENTS: Participants start an 8-week paid job training program in April. Participants are expected to attend two sessions a week. Summer internship placements begin in July. Participants are required to commit 10 to 15 hours/week that typically involve weekend hours.

PROGRAM CAPACITY: 240 students. Openings based on availability of tutors.

PARTNERS: The City of Cambridge; Cambridge Public Schools; MIT, Lesley University, and other organizations

FOR MORE INFORMATION Kathryn Fenneman
Tutoring Plus
617.349.6588 x422
info@tutoringplus.org

WORK FORCE YOUTH PROGRAM

PROGRAM DESCRIPTION

The Work Force is a five-year, comprehensive educational enrichment and work-readiness program for low-income teens, ages 13 to 18, who live in CHA subsidized housing. The program provides participants with sustained networks of learning and support over a developmentally significant five-year span: from the eighth grade through their senior year in high school. Since its inception in 1984, The Work Force has focused on building students' strengths to promote achievement in all the venues in which participants conduct their lives: at home, at school and at work. Participants attend weekly paid, life skill and career-readiness workshops, attend each site's homework center, have access to a site computer lab, and have the opportunity to be placed in paid exploratory jobs offered through a variety of city-based employers, academic support through a partnership with Tutoring Plus, homework centers, and use of computer labs at each program site.

PROGRAM GOAL: To foster the personal and professional growth of CHA teens by helping them gain the competencies they need – at home, school, and work – to create their own pathways to educational and economic success.

PROGRAM LOCATIONS: The program operates out of four sites total in Cambridge. Three sites are CHA's largest housing developments (Jefferson Park, 119 Windsor St. adjacent to Newtowne Ct/Washington Elms, and Roosevelt Towers). The fourth site is at Cambridge Rindge and Latin High School.

WHO IS ELIGIBLE: Students 13 to 15 years of age, who are enrolled in school, and who live in CHA family developments or HCV-subsidized housing.

APPLICATION TIMELINE: Fall recruitment period for new 8th grade participants runs from late August through late September. The program operates on an academic-year schedule, with fall and spring semesters. Program classes start in late September and end in late January. After a four-week "interim cycle" that offers specialized activities, the full program begins again in late February, and runs through mid-June.

PROGRAM CAPACITY: 200 students total. Each site hosts approximately 50 to 55 students (10 students per class level, 8th through 12th grades, at each site).

MTW INVESTMENT: Approximately \$178,000.

PARTNERS: Cambridge Public Schools (CPS), Tutoring Plus and Boston College PULSE Program

FOR MORE INFORMATION Kam Maali, Deputy Director of Resident Services
Cambridge Housing Authority
617.520.6350
kmaali@cambridge-housing.org

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ADULT PROGRAMS FACT SHEETS

BRIDGE-TO-COLLEGE PROGRAM

CAMBRIDGE EMPLOYMENT PROGRAM

INNOVATIONS IN ESOL

JEFFERSON PARK GATEWAYS LEARNING PROGRAM

JUST-A-START BIOMEDICAL CAREERS PROGRAM

BRIDGE-TO-COLLEGE PROGRAM

PROGRAM DESCRIPTION

The Bridge Program at the Community Learning Center prepares students for entry into college-level courses at community and four-year colleges. Classes in writing, computers, math, and study skills are offered three nights a week in Cambridge. In addition, the program provides information on colleges, tours of area colleges, and help with applications for college and financial aid.

Adults with a GED or high school diploma are eligible for this free program of academic preparation, financial aid counseling, and test readiness. After initial intake and assessment, students are accepted to Bridge based on their skill levels, city of residence, and other criteria.

PROGRAM GOAL: To prepare adults for entry into two- or four-year colleges and long-term post-secondary success.

PROGRAM STRUCTURE: Classes on Mondays, Tuesdays, and Thursdays from 6:15 pm to 9:15 pm.

WHO IS ELIGIBLE: Low-income families, particularly CHA residents living in public housing developments or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Classes follow the academic calendar and start in late September and run through May of the subsequent year.

PROGRAM CAPACITY: Nine slots annually for CHA adult residents

PARTNERS: The City of Cambridge - Community Learning Center

FOR MORE INFORMATION Pat Murphy, Bridge Coordinator
Community Learning Center
617.349.6365
pmurphy@cambridgema.gov

CAMBRIDGE EMPLOYMENT PROGRAM

PROGRAM DESCRIPTION

The Cambridge Employment Program (CEP) provides free employment assistance to Cambridge residents. Staff provide individualized career counseling and job search assistance, including help with resumes and cover letters, identifying job leads, researching employers, and using the Internet for job search. The program's job developers then work with job-ready clients to match them with open positions.

CEP provides on-site access for program clients to use. The resource room includes a fax and telephone, access to job listings and a range of printed materials. Approximately one-third of the program's clientele are CHA residents through a contracted arrangement. CHA subsidizes one full staff position in the program to work specifically with CHA residents.

PROGRAM GOAL: To help adult CHA residents find jobs through career counseling and employment assistance.

PROGRAM STRUCTURE: CEP staff work with clients on a one-to-one basis.

WHO IS ELIGIBLE: Adults living in CHA public housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Rolling admission

PROGRAM CAPACITY: 95 CHA residents annually

PARTNERS: The City of Cambridge - Department of Human Services and Office of Workforce Development

FOR MORE INFORMATION Susan Mintz, Director
Office of Workforce Development
Department of Human Services
617.349.6200
smintz@cambridgema.gov

INNOVATIONS IN ESOL

PROGRAM DESCRIPTION

The Innovations in ESOL project is a unique and collaborative approach to teaching English to immigrants utilizing a variety of distance learning techniques. The distance learning program is suitable for adult learners from beginning to high intermediate levels provided they have sufficient literacy and basic computer skills. The program is designed for people who have typically not been able to access Gateways ESOL classes in Cambridge due to work schedules, family obligations, or child care issues.

PROGRAM GOAL: To expand English language learning opportunities for Cambridge residents and employees of Cambridge businesses through a project design that combines technology, computer access, and virtual conversation groups.

PROGRAM STRUCTURE: Students are required to conduct self-paced work on USA Learns, and online ESOL courses for distance learners. In addition to completing work on USA Learns, students are required to attend weekly virtual conversation classes, run by Community Learning Center (CLC) community partners and conducted as group conversation classes run through Skype.

WHO IS ELIGIBLE: Low-income families, particularly adults living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: September/early October enrollment

PROGRAM CAPACITY: Approximately 30 participants

PARTNERS: The City of Cambridge - Community Learning Center

FOR MORE INFORMATION **Patricia Murphy, Program Director**
Community Learning Center
617.349.6363
pmurphy@cambridgema.gov

JEFFERSON PARK GATEWAYS LEARNING PROGRAM

PROGRAM DESCRIPTION

The Jefferson Park Gateways Learning Program helps low-income adults to improve their English for Speakers of Other Languages (ESOL) skills and to gain confidence in their abilities. The program also utilizes the Jefferson Park computer lab to help participants enhance their computer skills and develop basic life skills.

PROGRAM GOAL: To help participants sharpen their English skills in support of basic life skills development.

PROGRAM STRUCTURE: Adults participate in learning groups of 10 to 15 individuals, twice a week. Participants develop educational, career, and life plans, and take introductory and intermediate computer instruction to aid college- and career-readiness.

WHO IS ELIGIBLE: Low-income families, particularly adults living in CHA family housing or who are HCV holders living in Cambridge.

APPLICATION TIMELINE: Based on an academic year with two semesters. Summer and early fall enrollment for the Fall semester. Late winter enrollment for the Spring semester.

PROGRAM CAPACITY: Approximately 100 students annually

PARTNERS: The City of Cambridge - Community Learning Center

FOR MORE INFORMATION John Galli, Program Director
Community Learning Center
617.349.6363
jgalli@cambridgema.gov

JUST-A-START BIOMEDICAL CAREERS PROGRAM

PROGRAM DESCRIPTION

The Just-A-Start (JAS) Biomedical Careers Program provides comprehensive biotechnology skills training to adults who do not have access to higher educational programs due to financial constraints. The academic-year program produces well-trained entry-level technicians and lab support members for the biotechnical, research, and medical industries.

PROGRAM GOAL: To prepare adult students for entry-level positions in the biotech, research, and medical industries. Over the past several years the program achieved a 95% graduation rate and a 75% job placement rate.

PROGRAM STRUCTURE: The full-time program provides hands-on training shaped and guided by industry experts, and a strong academic foundation in the sciences. In the academic-year, students earn 19 college credits at Bunker Hill Community College. The program offers coursework in Organic and Inorganic Chemistry, Biochemistry, Biology, Biotechnology Lab Sciences, and Medical Terminology.

WHO IS ELIGIBLE: Adults 18 years of age and older.

APPLICATION TIMELINE: Summer

PROGRAM CAPACITY: 25 enrollees per class

PARTNERS: Just-A-Start, City of Cambridge, Bunker Hill Community College

FOR MORE INFORMATION John Witt
Just-A-Start
jwitt@justastart.org

ELDER PROGRAMS FACT SHEETS

SERVICE COORDINATION PROGRAM (ELDER SERVICES)

PROGRAM of ALL-INCLUSIVE CARE for the ELDERLY (PACE)

SERVICE COORDINATION PROGRAM (ELDER SERVICES)

PROGRAM DESCRIPTION

A service coordination program that provides case management, medical and social service referrals, needs assessments, and social activities planning for elderly and disabled residents. A Service Coordinator is assigned to a particular development or group of developments and plans regular social activities for the residents in order to facilitate an enhanced quality of life through continued socialization. Events may include monthly birthday parties, informational coffee hours, walking groups, exercise groups, potluck parties, reading groups and the like. Additionally, Service Coordinators do routine outreach to new residents, follow up on referrals from property management staff, and work with residents who need help with homemaking, personal or medical care and other such services.

PROGRAM GOAL: Provide CHA residents with support services and referral to service providers in order to enhance their quality of life and assist them in meeting the demands of continued independent living as they age in community.

WHO IS ELIGIBLE: All residents living in CHA Elderly/Disabled housing. Any senior and disabled persons residing in CHA family developments (Roosevelt Towers Midrise, Newtowne Court and Washington Elms). Other residents living in CHA family housing may be served via referral from their respective property management team.

PROGRAM CAPACITY: Inclusive of any eligible and interested CHA resident. There are 5.5 (5 full-time and 1 part-time) Coordinators available.

PARTNER: Cascap, Inc.

FOR MORE INFORMATION **Faith Marshall, Deputy Director of Property Management**
Cambridge Housing Authority
617.520.6262
fmarshall@cambridge-housing.org

PROGRAM OF ALL-INCLUSIVE CARE FOR THE ELDERLY (PACE)

PROGRAM DESCRIPTION

An aging in place initiative, this program provides special health care and supportive services for senior and disabled persons who are at least 55 years of age and need ongoing assistance with one or more activities of daily living. Activities may include but are not limited to bathing, dressing or transferring. On-site medical and personal care, housekeeping, meal preparation or delivery, and recreational activities are provided for program participants. On the designated floors where the program is offered, a service provider is available 24 hours per day. In addition, visiting nurses, home health aides, home makers, doctors and other services providers may come and go as needed throughout the day. There is always a staff person on the floor who is able to respond to emergencies and other needs. This program allows the majority of required medical care to be provided in the resident's home. These services require no out-of-pocket expenses for those who meet the income eligibility criteria. All participants of the PACE program must receive their primary care from the PACE program physician(s).

PROGRAM GOAL: Provide CHA residents with comprehensive medical and personal care in an affordable assisted living setting that will enhance their ability to successfully age in the community.

PROGRAM SITES: Millers River, Putnam School, L.B. Johnson and J.F. Kennedy Apartments.

WHO IS ELIGIBLE: Through the reasonable accommodation process, any CHA resident who has met the eligibility criteria for enrollment in the PACE program may be authorized to transfer to one of the PACE floors. Any non-CHA resident who has been enrolled in the PACE program may be screened for admission to CHA via a special referral process.

PROGRAM CAPACITY: 70 participants total

- 9 participants at Putnam School Apartments
- 16 participants at Millers River Apartments
- 20 participants at L.B. Johnson Apartments
- 25 participants at J.F. Kennedy Apartments.

PARTNER: Cambridge Health Alliance Elder Services Plan

FOR MORE INFORMATION

Roberta Dignan Robinson
Director, Geriatric Outreach and Marketing
Cambridge Health Alliance
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rrobinson@challiance.org

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Cambridge Housing Authority

MOVING TO WORK

ANNUAL PLAN 2016

April 1, 2015 - March 31, 2016



HUD REQUIREMENTS

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HUD REQUIREMENTS

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INTRODUCTION

OVERVIEW OF MTW GOALS AND OBJECTIVES

SELF-SUFFICIENCY

SHORT-TERM	LONG-TERM
<p><u>Financial Stability + Savings Plus (FSS+) Program</u></p> <p>We plan to secure foundation funding in partnership with Compass Working Capital (a nonprofit partner), to pilot rental based savings accounts at two family public housing developments. Please see the FSS+ narrative in the Implemented MTW Activities section for more information.</p>	

HOUSING CHOICE

SHORT-TERM	LONG-TERM
<p><u>Preservation of Expiring Use Units</u></p> <p>This MTW activity has both short-term and long-term goals. We have been working with Lynn Housing Authority (Lynn, MA) and Madison Park (Roxbury, MA) on preserving several expiring use buildings in their communities. CHA has experienced increased activity in this program and project that the momentum will continue in FY16 and beyond as the number of expiring units in the private market continue to increase.</p>	
<p><u>Preservation and Expansion of Affordable Hard Units in Cambridge</u></p> <ul style="list-style-type: none">• Jefferson Park State: The site will be fully under construction in FY16 and result in 104 units using MTW project-based vouchers.• RAD Phase I: Putnam Gardens will be under construction, followed by Washington Elms and Newtowne Court. The last major renovation in this phase will occur at Manning Apartments. RAD Phase II: Financial structuring of improvements, needs assessments, and procurement for services anticipated in the fiscal year and beyond.• Millers River Apartments. A final decision on the application for disposition under Section 18 of the US Housing Act of 1937 (as amended) will be rendered. Planning and financial structuring of capital needs totaling \$45 million will occur.	

COST EFFECTIVENESS

SHORT-TERM	LONG-TERM
<p>CHA will adjust and modify MTW activities and policies around cost effectiveness to accommodate RAD conversion and CHA's overall move to a voucher-based system involving mixed finance ownership entities. Core changes will apply to the Rent Simplification Program (RSP).</p>	

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GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. MTW Plan: Housing Stock Information

Planned New Public Housing Units to be Added During the Fiscal Year

AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
NONE								0	N/A	N/A	N/A
Total Public Housing Units to be Added									0		

Planned Public Housing Units to be Removed During the Fiscal Year

PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
MA003000301/MA003301 Washington Elms	443	RAD conversion
MA003000301/MA003301 Washington Elms	304	Disposition under Section 18 of Millers River
MA003000303/MA003303 Putnam Gardens	190	RAD conversion
MA003000342/MA003342 Roosevelt Towers	520	RAD conversion
Total Number of Units to be Removed	1457	

New Housing Choice Vouchers to be Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
Temple Place	40	New construction of 40 units, all units will be project-based. The property is located at 5 Temple Street, Cambridge, MA and is in the heart of Central Square. The site is under construction and will be a 5-story, 40 unit (25-two bedroom and 15 one-bedroom) building serving low-income families.
Madison Park III	119	Expiring Use The property is located at 122 Dewitt Drive, Roxbury, MA. The building consists of 120 units of family housing.

Cleaves Court	36	Expiring Use The property is located at 5-17 and 6-16 Cleaves Street, Roxbury, MA. The building consists of 36 units of family housing.
Briston Arms	154	Expiring Use The property is located at 247 Garden Street, Cambridge, MA. The building consists of 154 units of family housing.

Anticipated Total New Vouchers to be Project-Based

349

Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year

349

Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year

349

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year

Units will be held off line at Putnam Gardens, Newtowne Court, Millers River and Manning Apartments to facilitate relocation of current residents to make way for substantial construction activity. The level of construction required in these buildings can only be accomplished in vacant units. CHA will use vacant units within these buildings as well as vacant units at other CHA and affiliated sites for relocation.

General Description of All Planned Capital Fund Expenditures During the Plan Year

Construction	No. of Units	Nature of work	
Temple Revitalization	40	new construction	\$1,200,000
JP Revitalization	104	new construction	\$17,200,000
Manning Revitalization	198	RAD	\$6,000,000
Newtowne Court Revitalization	268	RAD	\$8,000,000
Washington Elms Revitalization	175	RAD	\$6,000,000
Putnam Gardens Revitalization	122	RAD	\$5,000,000
Woodrow Wilson Court Revitalization	68	RAD	\$600,000
JFK Modernization	69	RAD	\$700,000
Construction Total by Development			\$44,700,000

B. MTW Plan: Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***
Federal MTW Public Housing Units to be Leased ^{CHA Note 1}	2,269	27,228
Federal MTW Voucher (HCV) Units to be Utilized ^{CHA Note 2}	2,577	30,924
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	0	0
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs ** ^{CHA Note 3}	99	1,188
Total Households Projected to be Served	4,945	59,340

* Calculated by dividing the planned number of unit months occupied/leased by 12.

** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

CHA Note 1: Number is based on households served (not unit count) and include RAD Phase I households that will be impacted by the RAD conversion. The FY15 planned households served count included households in our Other State Assisted units (Putnam School and Roosevelt Towers MidRise). The FY16 count does not include those in Other State Assisted households, but it does include Jefferson Park State households that have been relocated in MTW federal public housing. The count is based on Elite data in effect on October 31, 2014.

CHA Note 2: The voucher count includes anticipated MTW tenant-based and project-based vouchers leased up by households. Source: Manager's Report in Elite on 10/31/2014.

CHA Note 3: The voucher count includes MRVP that are supplemented by MTW funds under MTW Activity HC.2001.01 - Use MTW Resources to Augment State MRVP Leasing Program, 85 sponsor-based hard-to-house vouchers under HC.2008.03 Sponsor-based Voucher program and 6 vouchers used for HC.2008.03A Pathways to Permanent Housing - Heading Home.

Reporting Compliance with Statutory MTW Requirements

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

N/A

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

Housing Program

Description of Anticipated Leasing Issues and Possible Solutions

PUBLIC HOUSING

At the time of this writing, vacant units are being held at select sites to accommodate relocation of Jefferson Park State residents. Reconstruction of Jefferson Park State will continue in FY16. Additional units may be held to facilitate construction at other CHA Developments in FY16.

C. MTW Plan: Wait List Information

Wait List Information Projected for the Beginning of the Fiscal Year

Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
FAMILY PUBLIC HOUSING (INCLUDES MTW AND NON-MTW UNITS) as of 10/24/2014	SITE-BASED	6556	CLOSED AS OF 1/1/2015	NO
ELDERLY/DISABLED PUBLIC HOUSING (INCLUDES MTW AND NON-MTW UNITS) as of 10/24/2014	SITE-BASED	2947	CLOSED AS OF 1/1/2015	NO
HCV PROGRAM (ALL MTW AND NON-MTW VOUCHERS THAT ARE NOT SROs) as of 10/23/2014	COMMUNITY-WIDE	253	CLOSED	YES
HCV PROGRAM (MTW AND NON-MTW SROs ONLY) as of 10/23/2014	COMMUNITY-WIDE	2893	OPEN	N/A

Rows for additional waiting lists may be added, if needed.

* *Select Housing Program:* Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types:* Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

All Public Housing waiting lists will remain closed as a result of RAD conversion.

If Local, Non-Traditional Housing Program, please describe:

N/A

If Other Wait List Type, please describe:

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

Project-based waiting lists will be created based on the owner of the building. An owner may own several project-based building. There will be approximately six (6) project-based waiting lists.

PROPOSED MOVING TO WORK ACTIVITIES

No MTW activities are being proposed for this Plan.

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APPROVED MOVING TO WORK ACTIVITIES INDEX GUIDE

Self-Sufficiency (SS)

CHA considers self-sufficiency in two phases Reduction in Subsidy (RIS) and End of Subsidy (EOS) with regard to its programming and mission. For the purposes of meeting the requirements of the Standard HUD Metrics - SS #8: *Households Transitioned to Self Sufficiency*, EOS has been identified as the Unit of Measurement each time this metric is used.

Reduction in Subsidy (RIS): Households experience an increase in household rent contributions and/or a decrease in the CHA subsidy amount for that family. It is reasonable to assume that rent contributions may initially decrease (to balance career advancement efforts such as resuming student status, seeking job training and other work, decreasing work hours, etc) before there is a real increase in rent contributions. The majority of our MTW economic mobility programs (indexed with an SS) aim to achieve this level of self-sufficiency.

End of Subsidy (EOS): Households exit the CHA system because they no longer rely on housing subsidies or other public assistance and maintain a stable household income (above 80% AMI) that allows them to enter the private housing market and maintain economic independence.

Housing Choice (HC)

CHA focuses on three general areas in advancing Housing Choice.

Transitional Housing and Supportive Housing: The current lack of temporary and transitional shelter across MA highlights the importance of our MTW activities to support transitional housing and facilitate paths to permanent housing. The following include three core components of our transitional housing activities.

1. Provide transitional units to families in shelters.
2. Support services to participating families, delivered by non-profit partners.
3. Use sponsor-based vouchers to support existing units/beds, with non-profit partners.

Housing Preservation: The cost of housing in the City of Cambridge continues to increase despite the current economy and national housing trends. To help alleviate the unaffordability factor, CHA has been allocating project-based vouchers to hard units across Cambridge, both within CHA's public housing portfolio and in the private market. Where possible, CHA invests in new development to expand the choice of affordable units across Cambridge. Furthermore, CHA recognizes the importance of preserving expiring use developments and is actively pursuing these real estate transactions. The following three components summarize our goals for affordable housing hard units.

1. Preserve CHA public housing units and other units in Cambridge.
2. Develop new units to expand and retain low-income housing subsidies in Cambridge.
3. Preserve expiring-use housing units both in and out of Cambridge.

Policies to Increase Choice: Finding a housing unit in the private market through the HCV program has its challenges. As such, CHA has adopted policies that provide more choices primarily to voucher holders, although, certain policies are applicable to public housing residents (e.g. MTW Transfer category)

Cost Effectiveness (CE)

CHA has adopted a three-pronged approach in advancing cost effectiveness in the context of our MTW activities.

Business Process: A reduction in transaction costs (e.g. increase in rental revenue, staff time savings, etc.) and other measures to assess whether the policy is working (e.g. hardships).

Leverage: Capital allocated and/or raised for investment which creates opportunities to match or increase federal investment in securing private and non-federal funds.

Impact: For every dollar of MTW dollars spent, we can expect to see X dollars of economic impact (e.g. programs to increase self-sufficiency and paths to permanent housing).

APPROVED MOVING TO WORK ACTIVITIES

MTW ACTIVITIES IMPLEMENTED

SS.2013.02	Financial Stability and Savings Plus (FSS+)
HC.2011.01	Expiring Use Preservation Program
HC.2008.03	Sponsor-Based Voucher Program
HC.2001.01	Use MTW Resources to Augment State MRVP Leasing Program
HC.2000.04	Expand Supply of Permanently Affordable Hard Units of Housing
HC.2008.02	Create MTW Transfer Category in Admin Plan (HCV) and ACOP (Public Housing)

HOUSING CHOICE VOUCHER (HCV) PROGRAM ADMINISTRATIVE PLAN

HC.2002.01	Tenant Reasonableness Policy & 120% Exception Rents/HCV
HC.2001.01	Implement Local Project-Based Assistance Leasing Program/HCV
HC.2000.03	Allow Households to Pay over 40% of Income Toward Rent at Move-In/HCV
HC.2000.02	Implement Vacancy and Damage Payments/HCV
CE.2008.05	Implement New Inspection Protocol
CE.2006.01	Rent Simplification Program (RSP)/HCV

PUBLIC HOUSING MTW ADMISSIONS AND CONTINUED OCCUPANCY POLICIES (ACOP)

CE.2009.01	Implement Ceiling Rents
CE.2006.01	Rent Simplification Program (RSP)/Public Housing

NOT YET IMPLEMENTED

SS.2014.02	Transition to Market Rent/Public Housing
HC.2008.08	Implement Recertifications Every Two Years for Households in Project-Based Units/HCV
HC.2008.06	Change Income Calculation to Allow Use of Prior Year Income/HCV
HC.2008.04	Align Income Deductions with Federal Public Housing Rent Simplification Deductions/HCV

ACTIVITIES ON HOLD

Not applicable at this time.

ACTIVITIES CLOSED OUT

PH.2010.01	Integrate Near-Elderly (58-59 year old) into Elderly Sites' Wait Lists
HC.2010.01	Public Housing Preservation Fund
HC.2008.01	Implement Revised Project-Based Vouchers in Cooperative Effort with City's Housing Trust Fund
HC.2007.01	Review of Alternative Subsidy Approaches
PD.2001.01	Request for Regulatory Relief for Mixed Finance
PD.2008.01	Liberating Assets
PH.2013.02	Project-Based Voucher in Public Housing
SS.2013.02	Work Force Success Initiative - Matched Savings Component
SS.2011.01	Career Family Opportunity - Cambridge (CFO)

APPROVED MOVING TO WORK ACTIVITIES

IMPLEMENTED ACTIVITIES

SS.2013.01 - FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)

DESCRIPTION

The FSS+ program is a five-year program in which HCV participants focus on five core areas:

1. Financial Goal Setting
2. Budgeting
3. Credit and debt
4. Savings
5. Identifying resources

CHA has partnered with Compass Working Capital to provide financial education workshops for participants on a monthly basis. In addition, participants in the FSS+ program work with a financial coach to outline and work towards short- and long- term goals necessary to achieve their desired financial aspirations. Participants learn how to track, prioritize, and control their spending in order to create a plan that enables them to lower their debt, increase their credit score, and start saving. The coaches work with the participants to address negative item(s) on their credit reports, develop debt repayment plans, and rebuild their credit. The coaches also connect participants with resources and organizations that help participants achieve their goals. By the end of the program, participants are expected to have met goals in the five areas listed above.

A key component of the program is the establishment of an Escrow Savings Account for each participant. Participants who increase their wage income may save a portion of their rent increase in their escrow account. CHA maintains the account under the participant's name for up to five years. Occasional withdrawals from the account may be taken to advance goals related to financial security. Upon successful program completion, participants who remain in the MTW HCV program may use their escrow savings to meet further financial goals.

ACTIVITY STATUS

Through a planning grant, CHA and Compass convened a group that included Abt Associates and Edgemere Consulting in FY15. The group explored the possibility of expanding the FSS+ program to CHA public housing residents and after careful deliberation agreed to implement a two-year pilot of the expansion model that would feature new automatic savings and enrollment features in two CHA public housing sites that are committed in the RAD Phase II conversion. One site would receive full FSS+ services complete with financial coaching complementing an escrow account while another site would accrue only escrow and receive no financial coaching. Implementation of the pilot requires that substantial foundation money is secured. At the time of the writing, Compass in partnership with CHA is seeking foundation funding for Year 1 of the pilot with the understanding that successful completion of the pilot requires a multi-year grant that will overlap with Year 2 and beyond. CHA remains committed to holding a public meeting and comment period in advance of the pilot.

IMPLEMENTATION YEAR

This activity was approved in the FY13 MTW Plan and was implemented in FY13.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.B.1.b.iii, C.B.2 and C.E.

STATUTORY OBJECTIVES

MTW Statutory Objective II: Give incentives for education and employment.

CHANGES TO BENCHMARKS, BASELINE, METRICS

CHA metric, Decrease in Household Debt, has been removed because we have determined that it is not illustrative of client financial progress since debt increases may occur as a positive circumstance. Three additional CHA local metrics have been added. (1) Percent Who Decrease or Maintain Zero Collection Debt (2) Percent Who Increase Earned Income and (3) Change In Median Earned Income, for those who increased earned income. Also, our Benchmark values, where applicable, will be for participants that have been in the program for at least one year. This is different from the FY15 Plan, which evaluated participants that have been in the program for at least six months; the program had been recently implemented. Going forward, data will be presented in annual increments.

SS.2013.01 FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of the first 80 program households: \$24,534	For participants that have been in the program for at least one year and experienced an increase in earnings: \$32,534		
SS #2: Increase in Household Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	For participants that have been in the program for at least one year and established an escrow account: \$600		
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	0	180		
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Avg HAP at FSS+ enrollment for participants that have been in the program for at least one year: \$1008	Participants that have been in the program for at least one year: 86 Total months of participation completed by participants that have been in the program for at least one year: 827 Avg HAP of participants that have been in the program for at least one year: \$925		

SS.2013.01 FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)

SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase)	Based on participant months in the program during the FY: \$41,583	\$83,200		HUD is requiring the use of this metric. The FSS+ activity, to date, is limited to the voucher program. In the voucher program CHA does not collect rental revenue so the metric is not relevant with respect to this activity.
SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	0	Number of Households that have experienced an end in subsidy during the FY: 0		
CHA: Increase in Credit Score				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percent who increase credit score for participants who have been in the program for one year.	0	70		
Average increase in credit score for participants who have been in the program for at least one year and experienced an increase (in points).	0	50		
CHA: Decrease or Maintain Zero Collection Debt				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percent who decrease or maintain zero collection debt.	Percent of participants who had been in the program for the entire year during the first full year of implementation (60 participants) and had zero collection debt at intake: 45	Percent of participants who had been in the program for an entire year and had a decrease or zero collection debt: 70		
CHA: Increase in Household Income (Median)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Median earned income of households affected by this policy in dollars (increase). For those who have been in the program for at least one year and experienced an increase in earnings.	\$20,800	\$28,800		
Change in median earned income.	0	\$2000		
Percent who increase annual earned income for participants who have been in the program for at least one year.	0	50		

SS.2013.01 FINANCIAL STABILITY AND SAVINGS PLUS (FSS+)

CHA: Households Transitioned to Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). Reduction in Subsidy (RIS)	0	Number of Households that have been in the program for at least one year and experienced a reduction in subsidy during the FY: 25		

HC.2011.01 - EXPIRING USE PRESERVATION PROGRAM

DESCRIPTION

CHA converts Enhanced Vouchers to Project-Based Vouchers for private affordable properties with maturing mortgages, thereby ensuring affordability of hard units in Cambridge for at least an additional fifteen years. Many of these private expiring use units were made affordable through HUD subsidies that have limited terms of between 5 and 30 years. Upon expiration of the subsidies, property owners may charge market rate rents for those units. HUD then provides Enhanced Vouchers to eligible residents who are unable to pay the market rate rent. If the resident leaves the original unit the enhanced voucher converts to a mobile voucher and the original unit becomes unsubsidized and likely converted to a market-rate unit. By converting Enhanced Vouchers to Project-Based Vouchers this program allows residents living in these private expiring use units to stay in their home and, at the same time, maintain affordability. In January of 2014, Smith House in Roxbury, MA was the first-expiring use property outside of Cambridge where CHA converted tenant protection vouchers to project-based vouchers. 402 Rindge (110 units) in Cambridge was completed in June 2014.

PROJECT	CITY	UNITS PRESERVED
1221 Cambridge Street	Cambridge	116
411 Franklin Street	Cambridge	98
Bishop Allen	Cambridge	32
Harwell Homes	Cambridge	14
Smith House	Roxbury	132
402 Rindge	Cambridge	110
TOTAL		502

ACTIVITY STATUS

Since implementation of this activity, 502 units have been preserved. At the time of this writing, Southbridge (168 units will be closed before the start of FY16). Madison Park III (119 units) has site engineering issues. Cleaves Court (36 units) in Roxbury and Briston Arms (155 units) in Cambridge are in the pipeline. In sum, CHA anticipates a total of 310 new units to be completed in FY16.

IMPLEMENTATION YEAR

This activity was approved in the FY11 MTW Plan and was implemented in FY12.

PREVIOUSLY APPROVED AUTHORIZATIONS

2009 Agreement, Attachment C.B.1.b.i, ii and vii; 2009 Agreement, Attachment C.D.2.a and D.3.a and b

STATUTORY OBJECTIVES

MTW Statutory Objective I: Increase housing choice for low-income families.

CHANGES TO BENCHMARKS, BASELINE, METRICS

Benchmarks and outcome numbers include units in aggregate. The FY15 benchmark was set higher at 621 total units. At the time of this writing, a total of 502 units have been preserved and no units are anticipated in FY16.

HC.2011.02 EXPIRING USE PRESERVATION PROGRAM

<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	Total Units: 980 Units to be preserved before start of FY: 168 Units already preserved: 502 Units Planned in the FY: 310		

HC.2008.03, HC.2008.03A, HC.2008.03.B - SPONSOR-BASED VOUCHER PROGRAM

DESCRIPTION/UPDATE

CHA's Sponsor-Based Program is composed of three programs (**HARD TO HOUSE**, **PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE**, and **PATHWAYS TO PERMANENT HOUSING - HEADING HOME**) that include either the provision of housing only or a combination of housing and supportive services. The majority of housing is established through non-profit partners receiving sponsor-based vouchers. **PATHWAYS TO PERMANENT HOUSING - TRANSITION HOUSE** is the only program that provides housing in CHA's Public Housing. Outlined below are Description/Updates of CHA's current sponsor-based programs.

HARD TO HOUSE PROGRAMS (HC.2008.03): CHA partners with local service providers that work directly with the hard-to-house population including households consisting of individuals with psychiatric, developmental and behavioral disabilities. These hard-to house households receive only housing assistance from CHA while the local service provider provides intensive support services and case management. While CHA allocates a specific number of vouchers for this program, service providers may serve more than one household or individual per voucher in the fiscal year. Currently, CHA works with ten (10) local service providers:

SERVICE PROVIDER	NO. OF VOUCHERS
CASCAP, Inc.	2
Heading Home, Inc.	30
YWCA	15
Just A Start Corp.	1
North Charles, Inc.	5
Transition House	11
Specialized Housing, Inc.	2
Vinfen	1
The Home for Little Wanderers	3
Aids Action	15
TOTAL	85

IMPLEMENTATION YEAR

This program was approved in the FY08 MTW Plan and implemented in FY08.

PATHWAYS TO PERMANENT HOUSING – TRANSITION HOUSE (HC.2008.03A): This initiative includes both provision of hard units in public housing and a services component. In a continued effort to improve the availability of housing resources for victims of domestic violence, CHA has partnered with Transition House to provide public housing units to Transition House families who have shown that they are ready to move into permanent housing. CHA makes two units of public housing available to Transition House, who in turn assumes all tenant responsibilities for those two units. Transition House then selects and, with assistance from CHA, pre-screens two families to live in the units for one-year. The families must have been on the CHA waiting list for at least one year and be a participant in Transition House's program for at least 90 days. During the year, the families are expected to occupy the units in accordance with the CHA ACOP. There is an Entity Lease between Transition House and CHA (modeled after the CHA Public Housing Lease), and a Participant Agreement between Transition House and the family. The families pay a program fee based on 30% of the family income and the fee is collected by Transition House and provided to CHA. At the end of the one year period, families in full compliance may gain full CHA public housing resident status and lease the unit directly from CHA.

In addition, four subsidies have been allocated to fund a liaison to provide supportive services concerning domestic violence-related issues to families in the program, other CHA residents, CHA staff, voucher holders, applicants, and voucher landlords. At the end of Year 3 of this program, the four subsidies will be converted to mobile vouchers to Transition House families, with the expectation that Transition House will have secured outside funding to support the liaison position. This program is intended as a 3 year pilot program with the option to extend, expand, and or redesign the program following evaluation of the pilot period.

IMPLEMENTATION YEAR

This program was approved in the FY14 Plan and implemented in FY14.

PATHWAYS TO PERMANENT HOUSING - HEADING HOME (FORMERLY KNOWN AS FAMILY OPPORTUNITY SUBSIDY (FOS) PROGRAM) (HC.2008.03.B) - Based on current needs for transitional housing in MA and an evaluation of CHA and Heading Home's experience to date, CHA modified this program to more adequately address the needs of this hard-to-house population. The program was re-designed as a two year program that supports families in building their credit, financial management, and other skills so that they may be eligible for permanent housing with CHA after program completion. In this arrangement, Heading Home serves as "CHA tenants," when applicable, by assuming all tenant responsibilities attached to CHA vouchers. Heading Home selects clients based on their readiness to move into permanent or transitional housing. They then provide the units to these clients for a set amount of time. This program makes it possible for households in difficult circumstances to live in safe and secure transitional housing with the potential to move into permanent housing.

The nonprofit partner (Heading Home) will provide and administer to the participant family an escrow account in which they can build assets through an incentivized savings Plus One Payout program **after the sponsor-based period**. A minimum of 30 and maximum of 45 MTW HCV subsidies have been allocated for the entire duration of this program (more than one year).

IMPLEMENTATION YEAR

This program was approved in FY10 MTW Plan and implemented in FY11. Modifications were made to this program in FY13 and FY14.

ACTIVITY STATUS

With the conversion to RAD, where applicable, as in the case of Transition House, this activity will be adjusted to align with RAD units.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.2

STATUTORY OBJECTIVES

MTW Statutory Objective I: Increase housing choice for low-income families.

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

HC.2008.03, HC.2008.03A, HC.2008.03.B SPONSOR-BASED VOUCHER PROGRAM

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	Hard to House households: 85 Transition House households: 2 Heading Home households: 20 Total Households: 107		
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0 households	Hard to House households: 85 Transition House households: 2 Heading Home households: 20 Total Households: 107		
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	0 households	Hard to House households: 85 Transition House households: 2 Heading Home households: 20 Total Households: 107		

HC.2008.03, HC.2008.03A, HC.2008.03.B SPONSOR-BASED VOUCHER PROGRAM

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	0	0		HUD is requiring the use of this metric and End of Subsidy (EOS) as the unit of measurement. However, EOS, while it might occur, is not a realistic or intended outcome; using this "finish line" to measure self-sufficiency is misleading and contradicts the positive impact that MTW authority has had in using the sponsor-based program to stabilize hard-to-house families.
CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	0	A benchmark value cannot be determined until CHA develops a reasonable outcome methodology in the FY15 Report.		HUD is requiring the use of this metric.
CHA HC: Number of Households Served Per Voucher				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households served per voucher (Hard to House Program only)	1 household	1.2 households		

HC.2001.01 - USE MTW RESOURCES TO AUGMENT STATE MRVP LEASING PROGRAM**DESCRIPTION**

This program allows CHA to preserve its Massachusetts Rental Voucher Program (MRVP) state rental assistance subsidies. As a stand-alone program, MRVP provides exceptionally low payment standards. MTW allows CHA to supplement these vouchers with funds from the MTW Block Grant to continue the viability of these subsidies and expand the total number of rental vouchers that CHA administers in the Cambridge market. CHA originally allocated \$21,600 for this program in FY13 but expended \$44,607 due to the increased payment standards for voucher holders renting in Cambridge.

ACTIVITY STATUS

Active, with no changes.

IMPLEMENTATION YEAR

This activity was approved in the FY01 MTW Plan and was implemented in FY01.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment D.A.1

STATUTORY OBJECTIVES

MTW Statutory Objective I: Increase housing choice for low-income families.

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

HC.2001.01 USE MTW RESOURCES TO AUGMENT STATE MRVP LEASING PROGRAM

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	10	Two CHA households left and a moratorium was instituted that did not allow any new vouchers to be issued. 8		
CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	0	Amount of MTW funds spent: \$44,607 Total households served: 8 MRVP subsidy amount: \$48,936		

HC.2000.04 - EXPAND SUPPLY OF PERMANENTLY AFFORDABLE HARD UNITS OF HOUSING

DESCRIPTION

This initiative focuses on increasing the supply of hard units in CHA's public housing portfolio through an increase in the number of project-based vouchers. This activity furthers housing choice in Cambridge for low-income households. Over the course of CHA's participation in MTW, 399 hard units have been acquired or built using \$97.7 million (\$18.6 million in MTW funds and \$79.1 million in non-MTW funds). An additional 40 units are currently under construction at Temple Place in Central Square and will be completed in early FY16.

New development is sporadic and difficult to benchmark on an annual basis. For this reason, this activity is dependent on market conditions, availability of housing choice vouchers for deep subsidy, and available development opportunities in any given year. Benchmarks and Outcomes are set on an aggregate basis

ACTIVITY STATUS

Construction associated with the RAD conversion at Manning Apartments will begin in FY16 and when completed in FY18 will result in 6 additional affordable units.

IMPLEMENTATION YEAR

This activity was approved in the FY00 MTW Plan and was implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.B.1.ii, C.C.12, C.C.13

STATUTORY OBJECTIVES

MTW Statutory Objective I: Increase housing choice for low-income families.

CHANGES TO BENCHMARKS, BASELINE, METRICS

There were 399 units completed to date in the FY15 Plan benchmark. After additional review, CHA has determined that 398 units have been completed to date.

HC.2004.04 EXPAND SUPPLY OF PERMANENTLY AFFORDABLE HARD UNITS OF HOUSING

<i>HC #1: Additional Units of Housing Made Available</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	Units completed to date: 398 Anticipated in FY: 40 Total units: 438		

HC.2008.02 - CREATE MTW TRANSFER CATEGORY IN ADMIN PLAN (HCV) AND ACOP (PUBLIC HOUSING)

DESCRIPTION/UPDATE

This activity increases housing options for households in crisis. CHA allows voucher holders to transfer between the Public Housing and Housing Choice Voucher programs on a case-by-case basis. In FY13, there were three transfers from the Housing Choice Voucher program to the Public Housing program. In late FY13, CHA clarified that inter-program transfers related to reasonable accommodation requests will not be considered MTW transfers, given that they could happen without CHA's MTW status. This activity allows CHA to move families from public housing to the HCV program and vice-versa. The number of MTW transfers is capped at 24 transfers in a fiscal year.

The following number of transfers have occurred in the last five (5) years:

FISCAL YEAR	HCV to PH	PH to HCV
2014	1	3
2013*	3	6
2012*	2	8
2011*	1	4
2010*	3	9

*Includes reasonable accommodation transfers

ACTIVITY STATUS

With the conversion to RAD, where applicable, this activity will be adjusted to align with RAD units.

IMPLEMENTATION YEAR

This program was approved in the FY08 MTW Plan and implemented in FY08. Modifications were made to this program in FY13.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.1.b

STATUTORY OBJECTIVES

MTW Statutory Objective I: Increase housing choice for low-income families.

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

HC.2008.02 CREATE MTW TRANSFER CATEGORY IN ADMIN PLAN (HCV) AND ACOP (PUBLIC HOUSING)

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	4		

HOUSING CHOICE VOUCHER (HCV) PROGRAM ADMINISTRATIVE PLAN*

CHA's ongoing MTW initiatives for the Housing Choice Voucher program are categorized below according to the applicable MTW statutory objective:

1. INCREASE HOUSING CHOICE FOR LOW INCOME FAMILIES:

- Create MTW Transfer Category in Admin Plan and ACOP - HC.2008.02
- Rent Reasonableness Policy & 120% Exception Rents - HC.2002.01
- Implement Local Project-Based Assistance Leasing Program - HC.2001.02
- Allowing Households to Pay over 40% of Income Toward Rent at Move-in - HC.2000.03
- Implement Vacancy and Damage Payments - HC.2000.02

2. REDUCE COST AND ACHIEVE GREATER COST EFFECTIVENESS IN FEDERAL EXPENDITURES:

- Implement New Inspection Protocol - CE.2008.05
- Rent Simplification Program - CE.2006.01

Where an MTW initiative applies to both the Housing Choice Voucher and Public Housing Programs, the initiative will be listed under each program (except for HC.2008.02 - CREATE NEW MTW TRANSFER CATEGORY). Descriptions, impact, implementation year, and previously approved authorizations are identified for each MTW policy initiative. Metrics for the HCV MTW initiatives may reflect a group of MTW policies or a single MTW policy, where applicable.

* As authorized under CHA's Amended and Restated MTW Agreement, Attachment C, Statement of Authorizations, CHA is authorized to develop operational policies and procedures for all Section 8 assistance that CHA is providing under section 8(o) of the 1937 Act. CHA has revised and updated its Administrative Plan to implement changes in the Housing Choice Voucher program as a result of the MTW program.

HC.2002.01 - RENT REASONABLENESS POLICY & 120% EXCEPTION RENTS/ HCV

DESCRIPTION

This is a rent reasonableness policy to address the high cost of housing in the City of Cambridge. To retain landlords in the private housing market, CHA pays rent increases over the amount determined by HUD based on local rental market estimates. CHA already set payment standards above 120% of HUD's Fair Market Rent (FMR) for larger bedroom units. This policy extends the payment standard to any size unit. Currently, most landlords are receiving the maximum amount permissible under CHA's payment standard. This initiative is also used to assist disabled households. On a case-by-case basis, disabled households that find a unit in the private rental market may receive an even greater exception rent. In FY13, CHA did not apply a portfolio-wide increase to payment standards and landlords did not receive the default Annual Adjustment Factor (AFF) increase. In FY13, 150 new admissions leased in Cambridge at over 110% of the FMR.

In FY14 CHA modified its Rent Reasonableness policy to better reflect market conditions and streamline the process for determining reasonable rent. CHA will determine rent reasonableness at initial move-in, before any increase in rent and before the contract anniversary date or at any other time at the discretion of CHA. CHA will not automatically redetermine rent reasonableness based on a decrease in the published FMR. In establishing that rents are reasonable, CHA standards are based on an updated market analysis provided by an independent consultant every two years. Based on data in each market area, CHA will identify a low rent and high rent within that area. Rents must be within the range of the low and high rent to be considered reasonable. CHA reserves the right, at any time, to declare a rent unreasonable or establish an alternate reasonable rent determination methodology.

For this activity, CHA has adopted the following language in its Administrative Plan:

1. Payment standards are reviewed and set at least once per year and because of CHA's authority through Moving to Work, it has broad discretion in setting these numbers. There is no 120% of Fair Market Rent (FMR) limitation.
 - a. While CHA will provide justification when setting payment standards that are not between 90% to 120% of the current FMR, it is understood that the decision to do so rests solely with CHA. Areas that should be considered when setting levels include but are not limited to:
 - i. Success rate of tenant based voucher holders,
 - ii. Percentage of tenant based voucher holders porting to other communities,
 - iii. Market rents in Cambridge, and
 - iv. "position" of payment standard within the range of rents.
 - b. The final payment standard schedule must be approved by the Board of Commissioners prior to implementation.

ACTIVITY STATUS

Active, with no changes.

IMPLEMENTATION YEAR

This policy was approved and implemented in FY09. It was further modified in FY10 and FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.2.a.b.c

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

HC.2002.01 RENT REASONABLENESS POLICY & 120% EXCEPTION RENTS/HCV

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0	Anticipated households that will lease units in Cambridge at over 120% FMR at initial move-in: 128		

HC.2001.02 - IMPLEMENT LOCAL PROJECT-BASED ASSISTANCE LEASING PROGRAM/HCV**DESCRIPTION**

This program allows CHA to expand its Project-Based portfolio beyond the 20% HUD threshold and allows property owners to project-base a building beyond the 25% HUD threshold. Property owners may coordinate with CHA to project-base up to 100% of a property. This program also supports CHA's Public Housing Preservation Fund (HC.2010.01). CHA envisioned using between 250 and 375 project-based subsidies to support its own at-risk public housing stock through the Preservation Fund. Outcome numbers include units set on an aggregate basis.

Program revisions which took effect in FY14 and include:

- Preference categories for occupancy of accessible units at project-based properties.
- Absolute preference for current residents of project-based properties.
- Fee for over-housed participants that choose to remain in their unit.
- Extended timeframe for requesting mobile vouchers, from one year to two years.

ACTIVITY STATUS

With the conversion to RAD, where applicable, this activity will be adjusted to align with RAD units. It is anticipated that the disposition of Miller's River (federal elderly public housing) will take place during the fiscal year and 100% of the tenant protection vouchers (over 300 units) will be project-based.

CHA plans to adopt owner managed site based waiting lists (SBWL) for its Project-Based developments. Owners will be required to develop and obtain CHA approval on tenant selection plans, including establishing guidelines for selection from the waiting list, screening and transfers. CHA will provide current HCV waiting list applicants an opportunity to apply to PB SBWLs before opening the SBWL to new applicants.

IMPLEMENTATION YEAR

This program was approved and implemented in FY01. Modifications were made to this program in FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.7

PROPOSED CHANGES TO ACTIVITY

CHA plans to adopt owner managed site based waiting lists (SBWL) for its Project-Based developments. Owners will be required to develop and obtain CHA approval on tenant selection plans, including

establishing guidelines for selection from the waiting list, screening and transfers. CHA will provide current HCV waiting list applicants an opportunity to apply to project-based (PB) SBWLs before opening the SBWL to new applicants.

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

HC.2001.02 IMPLEMENT LOCAL PROJECT-BASED ASSISTANCE LEASING PROGRAM

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	Aggregate units to date: 823 Anticipated new units: 0		
HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	0		
CHA Metric: Percentage of PBAs Relative to Total MTW Vouchers				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PBAs as percent of total MTW vouchers	26%	30%		

HC.2000.03 - ALLOWING HOUSEHOLDS TO PAY OVER 40% OF INCOME TOWARD RENT AT MOVE-IN/HCV

DESCRIPTION/UPDATE

This program provides households more choices when renting. New voucher participants may pay over 40% of their income towards rent at initial lease up, exceeding the first-year threshold set by HUD. This program allows participants to rent units that fit their individual needs, provided that they can demonstrate the ability to commit to a higher income contribution toward rent. In FY13 twenty-seven (27) households paid over 40% of their income for rent. Among those households, the average percentage of income going to rental payments was 51%, up slightly from 49.8% in FY12.

ACTIVITY STATUS

Active, with no changes.

IMPLEMENTATION YEAR

This activity was approved in the FY00 MTW Plan and was implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.2.a

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

HC.2000.03 ALLOWING HOUSEHOLDS TO PAY OVER 40% OF INCOME TOWARD RENT AT MOVE-IN/HCV

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	27		

HC.2000.02 - IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

DESCRIPTION

This policy serves as an incentive for landlords to continue providing housing units to voucher holders, thus maintaining or increasing housing choice for low-income households in Cambridge. CHA offers vacancy and damage payments to landlords in the Tenant-Based voucher program who agree to re-lease to a voucher family. Payments are also offered to landlords under a Project-Based Contract in cases where the contract already includes a clause for financial compensation for vacant units and damage reimbursements. In FY13, three landlords in the Tenant-Based program sought and received vacancy or damage payments (one unit per landlord). Payments for these units totaled \$3,327 and the median payment was \$1,167. Under the Project-Based program, landlords sought payments for eighteen (18) units. Payments for the 21 units in both programs totaled \$24,736 and ensured continued availability of these units.

The following changes took effect in FY14 under the Administrative Plan:

1. Compensation in Cases of Vacancy Without Notice: In the event that a household vacates without notice, landlords may receive up to 80% of one month's contract rent if they do not require last month's rent at initial lease.
2. Guaranteed Damage Compensation: Landlords who accept a reduced security deposit are guaranteed compensation for all damages in excess of the security deposit in the event that a household fails to pay.
3. Incentive to Rent to CHA Voucher Holders: Landlords (including those who require last month's rent at initial lease) may be compensated up to 80% of contract rent to cover vacancy, provided the new tenant is a CHA voucher holder.

ACTIVITY STATUS

Active, with no changes.

IMPLEMENTATION YEAR

This activity was approved in the FY00 MTW Plan and was implemented in FY00.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.1.d

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

HC.2000.02 IMPLEMENT VACANCY AND DAMAGE PAYMENTS/HCV

<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	21		

MTW STATUTORY OBJECTIVE III: REDUCE COSTS AND ACHIEVE GREATER COST EFFECTIVENESS IN FEDERAL EXPENDITURES

CE.2008.05 - IMPLEMENT NEW INSPECTION PROTOCOL/HCV

DESCRIPTION

Biennial inspections are conducted on Tenant-Based units and randomly selected for Project-Based units. Voucher holders may request a special inspection outside of their biennial schedule. This policy streamlines inspection schedules and reduces administrative costs.

In FY14 this initiative was modified to include policies to further streamline the inspection process and to implement accountability measures for participants as they relate to scheduling, conducting inspections and correcting tenant-caused HQS violations. CHA will suppress HAP payments when HQS inspections are overdue as a result of participant delays. The participant will be responsible for the abated subsidy through the last day of the month in which the subsidy was abated. If a household is responsible for an emergency HQS violation, CHA will require that the household either make repairs or corrections within 48-hours or make arrangements with the owner to have the repairs or corrections completed within 48 hours. The participant will be held responsible for the abated HAP for any period of time after the 48 hours through the time the emergency violation is either repaired or corrected.

ACTIVITY STATUS

Active, with no changes.

IMPLEMENTATION YEAR

This policy was approved and implemented in FY08 and further revised in FY10, FY12 and FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.D.5

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

CE.2008.05 IMPLEMENT NEW INSPECTION PROTOCOL/HCV

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Number of inspections performed in FY08: 2,730 Average time to perform inspection: 1.4 hours Hourly cost for inspectors: \$40.02 Total cost: \$152,956	\$48,184		
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Number of inspections performed in FY08: 2,730 Average time to perform inspection: 1.4 hours Total time: 3,822 hours	1,204 hours		
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)	N/A	A benchmark value cannot be determined until CHA develops a reasonable outcome methodology in the FY15 Report.		HUD is requiring the use of this metric.

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/HCV

DESCRIPTION

CHA has implemented a series of initiatives in the HCV program designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. The following is a summary of ongoing program components including applicable modifications for each component. These initiatives are ongoing:

Regular and Interim Recertification: Elderly and disabled households undergo recertification on a biennial basis. Non-elderly, non-disabled households undergo recertification on an annual basis. Voluntary interim recertification may be requested by non-elderly, non-disabled households once between annual recertifications. The limit on interim recertifications does not apply to elderly or disabled households. In FY14, CHA modified this initiative to enforce greater participant accountability

for the timely completion of the recertification process. Participants who fail to attend an originally-scheduled reexamination appointment without giving 48 hours prior notice will be charged a fee of \$60.

Minimum Rent: Minimum rent was increased from \$25 to \$50. Additionally, exception rent policies were established to provide greater flexibility for disabled households (see HC.2002.01 - RENT REASONABLENESS POLICY AND 120% EXCEPTION RENTS activity). Exception rents for disabled households are evaluated on a case-by case basis. Zero income households will have a minimum rent of \$0 for the first three (3) months and will be eligible to receive a utility reimbursement. Starting on the fourth month, households that have not reported income will be responsible to pay a minimum rent of \$50.00 to the landlord and will not be eligible to receive a utility reimbursement.

Utility Allowance: CHA applies the smaller of the unit size and voucher size to calculate the utility allowance.

Definition of Annual Income:

1. Asset Income Calculation: CHA modified the definition of income to exclude income from assets valued at \$50,000 or less. In cases where household assets are valued at more than \$50,000, CHA calculates and counts only the imputed income from assets by using the market value of the asset and multiplying it by the CHA established passbook savings rate. CHA's passbook savings rate is determined consistent with HUD guidelines.
2. Annual income does not include the 1st 12 months of net income from operation of a business or profession, including any withdrawal of cash or assets from the operation of the business.

Changes in Family Composition: Households adding an adult member other than the spouse or partner of a household member, foster adult, live-in aide, or a guardian or caretaker for a minor child, will have their housing assistance payment reduced by 10% for each additional family member. The reduction will continue as long as the adult(s) is part of the household. The subsidy reduction is effective on the first of the month following the addition to the household.

Restriction on Moves: CHA may deny permission to move if the household was issued a voucher for a move and it expired without moving in the past twelve-month period.

Mixed Family Rent: Mixed families that include both members who are citizens/eligible immigrants as well as members who do not contend to have eligible immigration status are charged 110% of the rent they would pay if the household were not a mixed family.

Households with Real Property and Significant Assets: CHA implemented a series of policies related to eligibility to ensure that families who own real property and/or who have significant assets do not qualify for admission or continued occupancy with CHA. In this way, housing resources are provided to the population of individuals who do not have alternative resources for housing and who do not have significant assets. Elderly and disabled households are exempt from this policy.

Households who meet the following criteria will not be eligible for admission or continued occupancy :

1. Non-elderly/disabled households whose net assets exceed \$100,000.
2. Households who have a present ownership in, and a legal right to reside in, real property that is suitable for occupancy as a residence. This policy will not apply in the following circumstances:

- A household member or members are unable to reside in the property because of domestic violence
- The household is making a good faith effort to sell the property.
- The property is owned in a country where there is verifiable evidence that the household would face retribution or repression were they to return to the country where the property is owned.

Authorized Unit Size Due to Changes to the Household: CHA implemented a policy to provide for changes in the authorized unit size the month following the approval of an additional household member. Further, for decreases in household composition, the authorized unit size will change at the first regular recertification after the decreases in household size. This policy provide families with more timely increases in subsidy standards when family size increases.

Participants that have obtained written owner approval to add a household member may request that CHA add the household member as an authorized household member and re-determine the subsidy size based on the occupancy guidelines above. If the subsidy size for the family changes during the term of the HAP Contract, the “new” subsidy size is effective as follows:

1. If the subsidy size is increased, the change is effective on the first of the month following the date that the new household member is approved by CHA.
2. If the participant provided proper written notice of a decrease in household size, the change is effective at the first regular recertification following the change.
3. If it is determined that the participant failed to provide the proper written notice of a decrease in family size, change is retroactive to the first of the month following the date that the household member left the household.

In connection with this activity, CHA intends to track the aggregate earned income of households in the HCV program. The aggregate earned income for HCV participants in FY13 was \$22,259,348.

ACTIVITY STATUS

With the conversion to RAD, where applicable, this activity will be adjusted to align with RAD units. No additional MTW waivers are requested or changes proposed.

IMPLEMENTATION YEAR

Biennial recertification for elderly and disabled households and the limit on interim recertifications was

approved in the FY08 MTW Plan and implemented in FY11. This initiative was modified in FY14. Minimum rent was approved and implemented in FY06 and was modified in FY09 to reflect the three month minimum rent transition. The asset income policy was approved and implemented in FY06 and then modified in FY13 to reflect the imputed asset income calculation. The mixed family rent activity was approved in the FY09 MTW Plan and implemented in FY14 for the Housing Choice Voucher Program.

PREVIOUSLY APPROVED AUTHORIZATIONS

2009 MTW Agreement, Attachment C.D.1c and Attachment C.Z.a

CHANGES TO BENCHMARKS, BASELINE, METRICS

None.

CE.2006.01 RENT SIMPLIFICATION PROGRAM (RSP)/HCV

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Recertifications performed in FY06: 2,120 Interims Performed in FY06: 1,033 Recertification Time: 1.25 hours Interim Time: .75 hours Hourly cost of recertification specialist: \$33.70 Total cost: \$115,415	\$81,800		
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Recerts performed in FY06: 2,120 Interims Performed in FY06: 1,033 Annual Recertification Time: 1.25 hours Interim Time: .75 hours Total time: 3,425 hours	2,044 hours		
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)	Rent determination errors from a quality control audit in December 2013: 30%	17%		HUD is requiring the use of this metric. CHA is using a quality control process that may be modified to provide new information in subsequent years.

CE.2006.01 RENT SIMPLIFICATION PROGRAM (RSP)/HCV

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase)	Annual aggregate amount of rent that we assume HCV holders paid to their landlords/ private property owners in FY13 based on March 31, 2013 snapshot data: \$9,189,084	\$9,190,000		HUD is requiring the use of this metric. In the voucher program CHA does not collect rental revenue so the metric is not relevant with respect to this activity.
CHA Metric: Average Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars.	\$22,072	\$24,956		
CHA Metric: Median Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Median earned income of households affected by this policy in dollars.	\$20,138	\$20,800		

PUBLIC HOUSING (PH) PROGRAM ADMISSIONS & CONTINUED OCCUPANCY POLICIES (ACOP)**

CHA's ongoing MTW initiatives for the Public Housing Program, which have been incorporated in the ACOP, are categorized according to the following MTW statutory objective:

1. Increase housing choice for low-income families
 - Create MTW Transfer Category in Admin Plan and ACOP - HC.2008.02 (See page B26)
2. Reduce costs and achieve greater cost effectiveness in federal expenditures

** As authorized under CHA's Amended and Restated MTW Agreement, Attachment C, Statement of Authorizations, CHA is authorized to develop and adopt local preferences and admission policies and procedures for admission into the public housing program in lieu of HUD statutes, regulations or other requirements based in the 1937 Act. Additionally, under the Restated MTW Agreement, CHA is required to revise the Admissions and Continued Occupancy Policy (ACOP) to implement changes in Public Housing Occupancy policies as a result of the MTW program.

- Implement Ceiling Rents - CE.2009.01
- Rent Simplification Program - CE.2006.01

Where an MTW initiative applies to both the Public Housing and Housing Choice Voucher Programs, the initiative will be listed under each program (except for HC.2008.02 - CREATE NEW MTW TRANSFER CATEGORY). Descriptions, impact, implementation year, and previously approved authorizations are identified for each MTW policy initiative. Metrics for the Public Housing MTW initiatives may reflect a group of MTW policies or a single MTW policy, where applicable. In instances where policies in the ACOP deviate from RAD Project-Based voucher (PBV) rules through the exercise of MTW authority and activity approval in prior year Plans, CHA's MTW policies will be retained.

MTW STATUTORY OBJECTIVE III: REDUCE COSTS AND ACHIEVE GREATER COST EFFECTIVENESS IN FEDERAL EXPENDITURES.

CE.2009.01 - IMPLEMENT CEILING RENTS/PUBLIC HOUSING

DESCRIPTION

This policy simplifies ceiling rent calculations so that it is reflective of annual cost increases through the use of market-related indices. On an annual basis, CHA will review market-related indices applicable to ceiling rents and make a determination on the index to be applied in the given year. Prior to securing MTW status, CHA used the original ceiling rent methodology derived from the old Performance Funding System (PFS) which was discontinued when HUD adopted the Asset Management approach after the Harvard Cost Study. PFS proved to be cumbersome, time consuming, and did not factor in the actual maintenance and operation cost of public housing. Whereas an annual ceiling rent adjustment under PFS would have required at least 3 intensive days to formulate, this activity reduces the annual ceiling rent adjustment to 3 hours once a year. This initiative was implemented in FY06 and modified in FY09 to replace HUD's Annual Adjustment Factor (AFF) with the OCAF. In FY13 CHA did not implement an OCAF increase. CHA will use the higher of the OCAF, AFF, or appropriate housing market adjustment factor.

ACTIVITY STATUS

At the time of this writing, CHA ceiling rents have been realigned with the RAD conversion and will be implemented over at least a three-year period.

IMPLEMENTATION YEAR

This program was approved and implemented in FY06 and modified in FY09 and FY14.

PREVIOUSLY APPROVED AUTHORIZATION

2009 MTW Agreement, Attachment C.C.11

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

CE.2009.01 IMPLEMENT CEILING RENTS/PUBLIC HOUSING

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Hourly cost of staff that sets annual ceiling rent: \$66 Cost of task: \$1,584	Hourly cost of staff that sets annual ceiling rent: \$66 Cost of task: \$198		HUD is requiring the use of this metric. CHA maintains that this is an estimate and not an actual measure of time saved; therefore, staff time should not be applied as a metric. CHA does not support the use of this metric and cautions that it is an estimate.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease)	24	3		HUD is requiring the use of this metric. CHA does not support the use of this metric and cautions that it is an estimate; we do not have the data to support the claimed decrease in staff hours.
CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase)	Ceiling rent revenue collected in FY14: 1,926,858	Ceiling rent revenue to be collected in the FY: 1,927,000		HUD is requiring the use of this metric even though it is an administrative change that is not linked to the amount of rent collected and therefore provides no useful revenue data. CHA will report on ceiling rent collected and continue to object to the use of this metric for this activity.

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/PUBLIC HOUSING**DESCRIPTION/UPDATE**

CHA has implemented a series of initiatives in the Public Housing and HCV programs designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. Revenue from rent, increased approximately \$90,000 between FY12 and FY13 while administrative savings were in excess of \$10,000 for the same time period. The following is a summary of ongoing program components including applicable modifications for each component. These initiatives are ongoing. CHA will retain this activity in the RAD conversion even though it deviates from the RAD Project-Based Voucher rules.

Regular and Interim Recertification: Public Housing residents are required to recertify income on a biennial basis. This initiative allows residents to increase their income without feeling the effect of an

immediate increase in rent. For non-elderly, non-disabled households, up to two voluntary requests for interim rent reductions may be made between regular recertifications. The limit on interim recertifications does not apply to elderly or disabled households.

Tiered Rent Schedule and Streamlined Deductions: Under RSP, CHA implemented a tiered rent schedule. Residents' incomes fall into \$2,500 ranges and rent is set at 30% of the low end of each range (minus a utility allowance). RSP also streamlines the deductions allowing deductions for unreimbursed medical and child care expenses only. Unreimbursed child care and/or medical expenses must meet a minimum threshold for eligibility as a deduction. Medical and child care deductions are provided at either the \$2,500 or \$5,000 level according to the amount of unreimbursed expenses.

Minimum Rent: Households with income in the lowest tier of the rent schedule are charged a minimum rent of \$50 for a twelve month period. After twelve months at the \$50 minimum rent, households are charged the rate of the second tier of the rent schedule if there is no change in income. A utility allowance may be applied to the minimum or second tier rents, according to rent schedules for each site. Fifty two households transitioned out of minimum rent in FY13.

Definition of Annual Income:

1. Asset Income Calculation: CHA modified the definition of income to exclude income from assets valued at \$50,000 or less. In cases where household assets are valued at more than \$50,000, CHA calculates and counts only the imputed income from assets by using the market value of the asset and multiplying it by the CHA established passbook savings rate. CHA's passbook savings rate is determined consistent with HUD guidelines.
2. Annual income does not include the 1st 12 months of net income from operation of a business or profession, including any withdrawal of cash or assets from the operation of the business.

Mixed Family Rent: Mixed families that include both members who are citizens/eligible immigrants as well as members who do not contend to have eligible immigration status are charged 110% of the rent they would pay if the household were not a mixed family.

Households with Real Property and Significant Assets: CHA implemented a series of policies related to eligibility to ensure that families who own real property and/or who have significant assets do not qualify for admission or continued occupancy with CHA. In this way, housing resources are provided to the population of individuals who do not have alternative resources for housing and who do not have significant assets. Elderly and disabled households are exempt from this policy.

Households who meet the following criteria will not be eligible for admission or continued occupancy :

1. Non-elderly/disabled households whose net assets exceed \$100,000.
2. Households who have a present ownership in, and a legal right to reside in, real property that is suitable for occupancy as a residence. This policy will not apply in the following circumstances:
 - A household member or members are unable to reside in the property because of domestic violence.
 - The household is making a good faith effort to sell the property.

- The property is owned in a country where there is verifiable evidence that the household would face retribution or repression were they to return to the country where the property is owned.

In connection with this activity, CHA intends to track the aggregate earned income of households in Public Housing. The aggregate earned income in FY13 was \$24,632,853.

ACTIVITY STATUS

With the conversion to RAD, where applicable, this activity will be adjusted to align with RAD units. No additional MTW waivers are requested or changes proposed.

IMPLEMENTATION YEAR

Biennial recertifications, the tiered rent schedule and streamlined deductions were approved and implemented in FY06. Minimum rent was approved and implemented in the FY06 MTW Plan and was modified in FY09 to reflect the twelve month limit. The asset income policy was approved and implemented in FY06 and then modified in FY13 to reflect the imputed asset income calculation. The mixed family rent activity was approved in the FY09 MTW Plan and implemented in FY09 for Public Housing.

PREVIOUSLY APPROVED AUTHORIZATIONS

2009 MTW Agreement, Attachment C.C.2, C.C.4, C.C.5, and C.C.11

CHANGES TO BENCHMARKS, BASELINE, METRICS

None

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/PUBLIC HOUSING

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Number of Recertifications Performed in FY06: 1,699	\$46,663		
	Number of Interims Performed in FY06: 563			
	Recertification Time: 1.5 hours			
	Interim Time: .75 hours			
	Staff Cost: \$33.70			
	Total Cost of Task: \$100,122			

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/PUBLIC HOUSING

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Number of Annual Recertifications Performed in FY06: 1,699 Number of Interims Performed in FY06: 563 Annual Recertification Time: 1.5 hours Interim Time: .75 hours Total Time Spent on Task: 2,971 hours	1,166 hours		
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)	Rent determination errors from a quality control audit in July 2013: 7%	5%		HUD is requiring the use of this metric. CHA is using a quality control process that may be modified to provide new information in subsequent years.
CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase)	Rental revenue collected in FY05: \$10,021,885	\$11,585,000		

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/PUBLIC HOUSING

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Other: Full and/or Part-Time employment	Total Public Housing households on March 31, 2014: 2,493 Total Public Housing households that experienced Full- or Part-Time employment status on March 31, 2014: 1,003	1,000		HUD is requiring the use of this metric. CHA maintains that while employment is encouraged by Rent Simplification, it is misleading to track the metric using a Baseline and Benchmark approach, especially since employment is not a required outcome.
	Percent of Public Housing households that experienced Full- or Part-Time employment status on March 31, 2014: 40	40		HUD is requiring the use of this metric. CHA maintains that while employment is encouraged by Rent Simplification, it is misleading to track the metric using a Baseline and Benchmark approach, especially since employment is not a required outcome.
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease)	Households receiving TANF on March 31, 2013: 146	146		HUD is requiring the use of this metric. CHA maintains that while leaving TANF is encouraged by Rent Simplification, it is misleading to track the metric using a Baseline and Benchmark approach, especially since exiting TANF is not a required outcome.

CE.2006.01 - RENT SIMPLIFICATION PROGRAM (RSP)/PUBLIC HOUSING

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	Households that left CHA public housing as a result of renting or purchasing a home in the private market in FY13: 46	50		<p>HUD is requiring the use of this metric and End of Subsidy (EOS) as the unit of measurement. However, EOS, while it might occur, is not a realistic or intended outcome; using this "finish line" to measure self-sufficiency is misleading and contradicts the positive impact that MTW authority has had in advancing self-sufficiency at CHA.</p> <p>CHA maintains that while transitioning to self sufficiency is encouraged by Rent Simplification, it is misleading to track the metric using a Baseline and Benchmark approach, especially since self sufficiency is not a required outcome.</p>
CHA Metric: Average Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars.	\$26,810	\$26,810		
CHA Metric: Median Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Median earned income of households affected by this policy in dollars.	\$24,440	\$24,440		

- Rental revenue does not include revenue collected from Jefferson Park State (non-MTW), Roosevelt mid-rise (non-MTW) and Putnam School (non-MTW). Fees resulting from insufficient funds have not been deducted from the total.

NOT YET IMPLEMENTED ACTIVITIES

EM.2014.02 - TRANSITION TO MARKET RENT/PUBLIC HOUSING

DESCRIPTION

Transition to Market Rent is a program that would provide financial support to households interested in moving out of public housing and into the private market. While public housing residents must have an income below 80% of AMI at the time of their acceptance into the Public Housing Program, CHA does not enforce an income limit during the tenancy period. Households with incomes at or above 100% of the Area Median Income (AMI) –as established by HUD – may be ready to successfully transition to the private rental market. Transition to Market Rent assists these households who find a unit in Cambridge by paying for their first and last month's rent, and security deposit.

This initiative was approved in the FY14 Annual Plan.

UPDATE

In October 2013, CHA hired a new Director of Property Management. With RAD and the scale of capital improvements to take place in the near future, the Director is considering an implementation schedule that minimizes further disruption of resident relocation while also encourage the effectiveness of this activity.

TIMELINE

CHA anticipates implementing this initiative after FY16 and post RAD Phase I conversion.

HC.2008.08 - IMPLEMENT RECERTIFICATIONS EVERY TWO YEARS FOR HOUSEHOLDS IN PROJECT-BASED UNITS/HCV

DESCRIPTION

Similar to the biennial recertification policy in Public Housing, a biennial recertification schedule would apply to households living in Project-Based units. This initiative would allow residents to retain any additional income that they experience between recertifications and provide them with an opportunity to build savings and, at the same time, ease the burden of administering annual recertifications. For non-elderly, non-disabled households, up to two voluntary requests for interim rent reductions may be made between regular recertifications. The limit on interim recertifications would not apply to elderly or disabled households.

This initiative was approved in the FY08 Annual Plan.

UPDATE

Implementation of this initiative was part of the Administrative Plan revision. CHA finalized the document without addressing rent or income calculation reform. Metrics will be used after policies are finalized and an impact analysis and public process have been completed in accordance with the MTW Agreement.

TIMELINE FOR IMPLEMENTATION

No timeline has been set for this activity at the present time. This activity requires further consideration, as it would affect the feasibility, effectiveness, and possible implementation of an expanded FSS+ program.

HC.2008.06 - CHANGE INCOME CALCULATION TO ALLOW USE OF PRIOR YEAR/HCV

DESCRIPTION

Prospective and past income may be used to calculate resident rents, especially for families with irregular or sporadic employment histories. For example, W-2s may be used as evidence of past family income when more detailed information is not available.

This initiative was approved in the FY08 Annual Plan.

UPDATE

Implementation of this initiative was part of the Administrative Plan revision. CHA did not address rent or income calculation reform in the revised Administrative Plan. Metrics will be developed after policies are finalized and an impact analysis and public process have been completed in accordance with the MTW Agreement.

TIMELINE FOR IMPLEMENTATION

No timeline has been set for this activity at the present time. This activity requires further consideration as it would affect the feasibility, effectiveness, and possible implementation of an expanded FSS+ program.

HC.2008.04 - ALIGN INCOME DEDUCTIONS WITH FEDERAL PUBLIC HOUSING RENT SIMPLIFICATION DEDUCTIONS/HCV

DESCRIPTION

Similar to the medical and childcare deductions established in the Public Housing program, Housing Choice Voucher holders would adopt the same or similar deduction schedule in calculating annualized income for lease-up, interim recertification, and/or regular recertification. Currently, a household needs to show applicable expenses above \$2,500 in one category (medical or childcare) to receive a deduction. Additional deductions may be applied depending on the expenses.

This initiative was approved in the FY08 Annual Plan.

UPDATE

Implementation of this initiative was part of the Administrative Plan revision. CHA finalized the document without addressing income deduction reform. Metrics will be developed after policies are finalized and an impact analysis and public process have been completed in accordance with the MTW Agreement.

TIMELINE FOR IMPLEMENTATION

No timeline has been set for this activity at the present time. Implementation of this activity would likely be aligned with other income calculation modification policies in the HCV program.

ACTIVITIES ON HOLD - Not applicable at this time.

ACTIVITIES CLOSED OUT

PH.2010.01 - INTEGRATE NEAR-ELDERLY (58-59 YEAR OLD) INTO ELDERLY SITES' WAIT LISTS.

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Pursuant to CFR (Definitions) 945.105, this policy does not require MTW authority. Current regulations allows any PHA to implement the same policy.

This initiative was approved in the FY10 Annual Plan and implemented in FY10. This activity is ongoing but was closed out as an MTW activity in FY14.

HC.2008.01 - IMPLEMENT REVISED PROJECT-BASED VOUCHERS IN COOPERATIVE EFFORT WITH CITY'S HOUSING TRUST FUND

REASON FOR CLOSING OUT INITIATIVE

This initiative was implemented for specific sites and with a finite number of PBAs (46) allocated. Both sites are completed.

This initiative was approved in the FY08 Annual Plan and implemented in FY08. This activity was closed out in FY14.

HC. 2007.01 - REVIEW OF ALTERNATIVE SUBSIDY APPROACHES

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Upon further examination, CHA determined that the activity is composed of four distinct programs (see below), each with its own distinct metrics. It is not a stand-alone policy and therefore we have closed it out. The following four programs originally fall under this policy.

1. Sponsor-based Voucher Program.
2. Family Opportunity Subsidy, now known as Pathways to Permanent Housing - Heading Home.
3. Career Family Opportunity - CFO (closed out)
4. Financial Stability and Savings Plus (FSS+) Program

This initiative was approved in the FY07 Annual Plan and implemented in FY07. This activity was closed out in FY14.

PD.2000.01 - REQUEST FOR REGULATORY RELIEF FOR MIXED FINANCE

REASON FOR CLOSING OUT INITIATIVE

A HUD notice on streamlining mixed finance activities (PIH 2004-5) was issued on 04/09/04 and rendered this activity moot.

This initiative was approved in the FY00 MTW Plan, never implemented, and closed out in FY14.

PD.2008.01 - LIBERATING ASSETS

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Upon further examination, CHA determined that this activity is a component of the Public Housing Preservation Fund and not a stand-alone MTW activity. As a result, this activity has been combined and collapsed into the Public Housing Preservation Fund. This activity primarily requires Single Fund Flexibility and is described in the following chapter, SOURCES + USES OF FUNDING, in the narrative section on activities that "...Use Only MTW Single Fund Flexibility".

This initiative was approved in the FY08 Annual Plan and implemented in FY8. This activity is ongoing but was closed out as a stand-alone MTW activity in FY14.

PH.2013.02 - PROJECT-BASED VOUCHER IN PUBLIC HOUSING

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Upon further examination, CHA determined that this activity is a component of the Public Housing Preservation Fund and not a stand-alone MTW activity. As a result, this activity has been combined and collapsed into the Public Housing Preservation Fund. This activity primarily requires Single Fund Flexibility and is described in the following chapter, SOURCES + USES OF FUNDING, in the narrative section on activities that "...Use Only MTW Single Fund Flexibility".

This initiative was approved in the FY13 Annual Plan and implemented in FY13. This activity is ongoing but was closed out as a stand-alone MTW activity in FY14.

SS.2013.02 - WORK FORCE SUCCESS INITIATIVE - MATCHED SAVINGS COMPONENT

REASON FOR CLOSING OUT INITIATIVE

Implementation of the present Form 50900 and the requisite standard metrics led to additional review of CHA's MTW activities. Upon further examination, this policy does not require MTW authority.

This initiative was approved in the FY13 Annual Plan and implemented in FY14. This activity is ongoing but was closed out as an MTW activity in FY14.

SS.2011.01 - CAREER FAMILY OPPORTUNITY PROGRAM (CFO)

REASON FOR CLOSING OUT INITIATIVE

Given the reductions in federal funding, CHA could not continue to provide the administrative funding to cover the program staff and related administrative costs. Further CHA and CWU (non profit partner), recognized that there is continued difficulty in recruitment and a different referral and intake process is required for CFO. The tough economy has also played a factor in the earning expectations for the families and it seems more likely that while overall participants can show improvement in many areas (including increases in income and savings) they are unlikely to achieve self-sufficiency (that is subsidy-free) within the five year timeline envisioned in the original program design.

This initiative was approved in the FY11 Annual Plan and implemented in FY11. This activity was closed out in FY14.

HC.2010.01 - PUBLIC HOUSING PRESERVATION FUND

REASON FOR CLOSING OUT INITIATIVE

After careful review, it has been determined that this fund exercises MTW single fund flexibility authority only and need not be categorized as an MTW activity. This Single Fund Flexibility activity is described in the following chapter, SOURCES + USES OF FUNDING, in the narrative section on activities that "...Use Only MTW Single Fund Flexibility".

This initiative was approved in the FY10 Annual Plan and is ongoing but was closed out as a stand-alone MTW activity in FY14.

SOURCES + USES OF FUNDING

Estimated Sources of MTW Funding for the Fiscal Year

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$6,305,604
70600	HUD PHA Operating Grants	\$57,756,670
70610	Capital Grants	\$1,583,162
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	-
71100+72000	Interest Income	-
71600	Gain or Loss on Sale of Capital Assets	-
71200+71300+71310+71400+71500	Other Income	\$137,565
70000	Total Revenue	\$65,783,001

Estimated Uses of MTW Funding for the Fiscal Year

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$3,694,376
91300+91310+92000	Management Fee Expense	\$2,353,702
91810	Allocated Overhead	\$449,189
92500 (92100+92200+92300+92400)	Total Tenant Services	\$692,314
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$2,993,686
93500+93700	Labor	-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$4,752,053
95000 (95100+95200+95300+95500)	Total Protective Services	-
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$282,575
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$386,425
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	-
97100+97200	Total Extraordinary Maintenance	\$25,332
97300+97350	Housing Assistance Payments + HAP Portability-In	\$45,476,747
97400	Depreciation Expense	\$5,365,823
97500+97600+97700+97800	All Other Expenses	-
90000	Total Expenses¹	\$66,472,222

1. Total Expenses exceeds Total Revenue as result of line item Depreciation Expense which is estimated to be approximately \$10,000,000.

Describe the Activities that Will Use Only MTW Single Fund Flexibility

SINGLE FUND FLEXIBILITY

CHA will continue to exercise full fungibility across programs, Asset Management Projects (AMPs) and at any time throughout the fiscal year.

Amendment 1 Section F. 2. f. provides for full authority to move funds among projects. CHA believes that continued fungibility as described above is permitted.

TRANSFERS TO PROGRAM AND ACTIVITIES USING THE BLOCK GRANT

CHA uses the block grant fund to move MTW funds across program funding streams and into particular activities or initiatives. The block grant is the fund that most expresses CHA's use of the Single Fund Flexibility provided by the MTW agreement.

Money in the block grant is generally used in the following targeted ways:

1. Transfers to property operations (both State and Federal) to offset shortfalls in operating subsidy.
2. Transfers in support of other State programs like the Massachusetts Rental Voucher Program (MRVP) where the Federal funds supplement State funds for rental assistance (a State version of Section 8).
3. Transfers in support of a working capital fund for the planning and analysis needed to redevelop properties (see Working Capital section).
4. Transfers in support of planning and development staff that cannot be charged to a specific capital project (especially in the planning phase prior to the project closing).
5. Transfers to make capital contributions, loans or grants, and guarantees for the redevelopment of properties.
6. Transfers to a property for extraordinary maintenance needs.
7. Transfers in support of a specific resident services program or initiative, such as the Workforce Program.
8. Transfers in support of a "working capital" fund for policy development, internships, evaluations, and other costs associated with the planning, refinement, implementation, and evaluation of MTW initiatives or business systems changes that can lead to cost savings.

WORKING CAPITAL

INCLUSION OF FULL CAPITAL FUNDING PLAN (CFP) DATA ON EACH AMP BUDGET

Planning + Development single fund flexibility has been exercised for predevelopment and administrative costs related to capital projects. Given the fungibility of work items under CFP and CHA's 5-year plan, the CHA capital plan is extensive and comprehensive. In order to plan, develop private investment opportunities and address local issues such as planning and zoning, CHA believes that it is in its best interest to not budget capital soft costs by AMP. Instead, CHA has created a pool of working capital funds based on all planned capital work for the fiscal year.

CHA's Planning and Development Department will draw against this pool to cover pre-rehabilitation and/or pre-development costs such as financial consulting, legal, architectural or engineering fees and viability assessments. As the need arises, CHA also intends to charge pre-development administrative costs to this pool. As work progresses, CHA will collapse costs into the capital budget for a specific project, and then track soft costs by AMP. However, not all costs may be AMP-based. In the event a project is deferred or infeasible, CHA at its discretion, can choose to leave those costs in the common pool and not charge them to a project. For projects that go forward, financial statements at year-end will reflect all capital expenses incurred by AMP. Costs charged to the working capital pool are a direct cost to the pool and once a project goes forward will be considered a direct cost to a specific project. In the event CHA receives a developer fee it will reserve the option to charge the fee back to the pool or the AMP where the capital project was completed.

Amendment 1, Section F. 2. b. and c., requires that costs be accorded consistent treatment. The model proposed above comports with Amendment 1 in that the working capital pool can be considered a direct cost for pre-development expenses. Once under-way, costs to the extent possible, can be shifted or considered a direct cost to a project.

POLICY + TECHNOLOGY

The Policy + Technology Lab utilizes single fund flexibility to carry out MTW-related policy-making, research, and the funding of interns, fellows, and other academic support and consultant services.

CAPITAL PROJECTS - GUARANTEES AND TRANSFERS

Single fund flexibility has been exercised to pledge certain portions of our funding to meet investor requirements and to pay for capital projects. These projects may range from major capital improvements (e.g. elevators) to small capital improvements to large-scale portfolio changes such as the Rental Assistance Demonstration (RAD) program.

PUBLIC HOUSING PRESERVATION FUND

The goal of this program is to ensure the long-term physical and financial viability of the public housing stock in Cambridge. CHA is working toward accomplishing this goal by focusing on the three following activities:

1. Rental Assistance Demonstration (RAD) - Applications for a portfolio-wide conversion to project-based assistance under RAD were submitted in October of 2013 and HUD approval was secured in December of 2013. RAD Phase I consists of 1,151 units with an associated construction cost of \$178 million. The second round of RAD applications is planned for late 2014 and will include the remaining 979 units in CHA's federal public housing portfolio with an associated cost of \$39 million.
2. Disposition - Miller's River Revitalization - Due to overall obsolescence and high capital needs, Miller's River was not financially feasible under RAD. The building was therefore proposed for disposition under Section 18 of the U.S. Housing Act of 1937 (as amended) and included in a "dispo" application to the Special Application Center. If approved, LIHTCs, private debt and state and local resources would be used for intensive capital improvements. Miller's River will then be converted to Project-Based assistance.
3. High Leverage Asset Preservation Program (HILAPP) - Jefferson Park State During FY14, CHA advanced its plans to redevelop Jefferson Park State, its only state-funded family public housing development. Construction costs at Jefferson Park State are estimated at \$31.8 million. CHA will provide 104 project-based vouchers to cover a portion of the operating costs and debt service for new units.

In support of this goal, CHA revitalized and maintained financial stability for 283 units at Jackson Gardens, Lincoln Way and LB Johnson Apartments. This was an American Recovery and Reinvestment Act (ARRA) driven mixed finance package that included the use of 17 PBA subsidies, approximately \$62.8 million in resources leveraged from private and other non-federal sources and \$9.8 million in MTW funds. This initiative was approved in the FY11 MTW Annual Plan and implemented in FY11. Modifications were made and approved in FY13. The activity previously called "Project-Based Vouchers in Public Housing" (Closed out activity PH.2013.02) and "Liberating Assets" (Closed out activity PD.2008.01) have been collapsed into this activity because they involve several components of the Public Housing Preservation Fund.

Is the PHA allocating costs within statute?

Yes

or

No

Is the PHA implementing a local asset management plan (LAMP)?

Yes

or

No

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

Yes

or

No

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ADMINISTRATIVE

BOARD RESOLUTION

EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
THURSDAY, JANUARY 29, 2015 5:30 P.M.

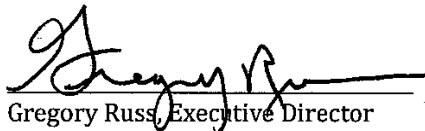
MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
WARREN R. MCMANUS, VICE-CHAIRPERSON
VICTORIA BERGLAND, ASSISTANT TREASURER

MEMBERS ABSENT: ANTHONY PINI, MEMBER
SUSAN T. CONNELLY, TREASURER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
MICHAEL JOHNSTON, EXECUTIVE DEPARTMENT
TERRY DUMAS, PLANNING DEPARTMENT
MARTHA TAI, POLICY & ADMINISTRATION
SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF THE FY 2016 MTW ANNUAL PLAN

MOTION: Mr. McManus moved that the Chair be authorized to execute the Certificate of Compliance with Regulations. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.


Gregory Russ, Executive Director

Attest
Seal 

BOARD RESOLUTION

EXTRACT OF THE MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
THURSDAY, JANUARY 29, 2015 5:30 P.M.

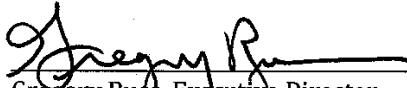
MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
WARREN R. MCMANUS, VICE-CHAIRPERSON
VICTORIA BERGLAND, ASSISTANT TREASURER

MEMBERS ABSENT: ANTHONY PINI, MEMBER
SUSAN T. CONNELLY, TREASURER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
MICHAEL JOHNSTON, EXECUTIVE DEPARTMENT
TERRY DUMAS, PLANNING DEPARTMENT
MARTHA TAI, POLICY & ADMINISTRATION
SHIRLEY SANFORD, RECORDING SECRETARY

SUBMISSION OF THE FY 2016 MTW ANNUAL PLAN

MOTION: Mr. McManus moved that the Board of Commissioners approves this Plan and all initiatives contained herein. Ms. Bergland seconded the motion, which upon being put to vote, was passed unanimously.


Gregory Russ, Executive Director

Attest
Seal 

CERTIFICATIONS OF COMPLIANCE

OMB Control Number: 2577-0216
Expiration Date: 5/31/2016

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

Certifications of Compliance

Annual Moving to Work Plan Certifications of Compliance

U.S. Department of Housing and Urban Development Office of Public and Indian Housing

Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan*

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning 01 April 2015, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

CERTIFICATIONS OF COMPLIANCE

OMB Control Number: 2577-0216
Expiration Date: 5/31/2016

13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

CAMBRIDGE HOUSING AUTHORITY

MA-0003-001

PHA Name

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

GERARD CLARK

Name of Authorized Official

CHAIR

Title

Sec Title

Signature

Date


*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

CERTIFICATION BY STATE/LOCAL OFFICIAL

Certification of Consistency with the Consolidated Plan and Analysis of Impediments to Fair Housing Choice

I certify that the Cambridge Housing Authority Moving to Work Annual Plan for Fiscal Year 2016 is consistent with the City of Cambridge current Consolidated Plan. In particular, CHA's MTW FY16 Annual Plan supports the City of Cambridge Housing Needs (91.205), Priority Housing Needs and Specific Housing Objectives (91.215(b)), and Needs of Public Housing (91.210(b)) as well as other areas of the Consolidated Plan. I further certify that an Analysis of Impediments to Fair Housing Choice has been completed and that the MTW Annual Plan for Fiscal Year 2016 is consistent with said analysis.

Applicant Name: Cambridge Housing Authority
Project Name: Moving to Work Annual Plan FY 2016
Location of the Project: City of Cambridge, MA
Federal Program: Moving to Work Demonstration

Certifying Jurisdiction: City of Cambridge, MA
Certifying Official: Richard Rossi
Title: City Manager
Signature: 
Date: 1/6/14

FY16 ANNUAL PLAN PUBLIC REVIEW

DATE	ACTIVITY	LOCATION	NO. OF PARTICIPANTS
DECEMBER 2, 2014 - JANUARY 5, 2015	DRAFT FY16 PLAN: Available on December 2nd, 2014 at 2 pm. Thirty-plus day public comment period. Hard copies were distributed to interested parties and available for pick up at the CHA Central Office. Electronic copies were made available on the CHA website.	N/A	Approximately 30 hard copies requested..
DECEMBER 11, 2014	DRAFT FY16 PLAN: Public Meeting.	CHA Central Office 362 Green Street, 4th Floor Board Room, Cambridge, MA	17
DECEMBER 17, 2014	DRAFT FY15 PLAN: Meeting with the Alliance of Cambridge Tenants and residents from CHA public housing, including tenant council members.	CHA Central Office 362 Green Street, 4th Floor Board Room, Cambridge, MA	10

PLANNED OR ONGOING EVALUATIONS

Compass Working Capital has selected Abt Associates to provide evaluation of CHA's Financial Stability and Savings Plus (FSS+) program.

ANNUAL STATEMENT/PERFORMANCE AND EVALUATION REPORT (HUD 50075.1)

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part I: Summary		FFY of Grant: 15	
PHA Name: Cambridge Housing Authority	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: Date of CFPP:	FFY of Grant Approval: 15	
<input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Summary by Development Account			
Type of Grant	<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report		
Line	Original	Revised ²	Total Actual Cost ¹
18a	1501 Collateralization or Debt Service paid by the PHA		Obligated
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment		Expended
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	\$1,500,000	
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director: Gregory P. Russ		Date: 1-5-15	
Signature of Public Housing Director		Date	

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

³ PHAs with under 250 units in management may use 100% of CEP Grants for operations.

⁴ RHF funds shall be included here.

form HUD-50075.1 (07/2014)

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APPENDICES

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PUBLIC COMMENTS + RESPONSES

A public hearing was held on December 11th, 2014 and an additional meeting was held with the Alliance of Cambridge Tenants (ACT), tenant council members and public housing residents on December 17th, 2014. Written comments were accepted during the public comment period (December 2, 2014 at 2pm to January 5, 2015 at 5 pm). Four (4) written comments were submitted via email during the public comment period. An additional set of comments was emailed to CHA after the comment period closed and therefore not considered.

The **December 11th** meeting involved three agenda items: FY16 Annual Plan, RAD Phase II, and Revision of Part II of the Admin Plan. Generally speaking, questions, concerns, and comments at the meeting were addressed by CHA staff. For the Annual Plan discussion, issues raised by members of the public included but were not limited to the following: Miller's River relocation and design; CHA's responsibilities and obligations after RAD conversion is completed, including the LLC ownership structure and long-term impacts following the 10 to 15 year tax credit commitment; solar panel installation, electricity consumption, and residents' experience at LBJ; institutional transparency at CHA; HUD metrics and self-sufficiency; CHA staffing at public housing sites, possibility of rotating teams, and customer service; possibility of site-specific surveys in addition to regular resident surveys; site-based waiting lists; challenges of securing housing in Cambridge for mobile voucher holders; current ceiling rent structure and the impact of RAD on households presently paying ceiling rent; future plans for basement units at JP Federal site; owner-based wait lists in the Leased Housing department; CHA assistance to other housing authorities undergoing RAD transactions; and Admin Plan check-in.

At the **December 17th** meeting, additional questions and comments were raised and generally addressed by CHA staff. Topics included, but were not limited to the following: expiring use and the possibility of engaging the City of Cambridge's inclusionary program; current ceiling rent structure and RAD; CHA's commitment to residents as they pertain to RAD; number of ceiling households impacted by RAD; landlord retention policies; inclusionary zoning; tenant protection concerns at different life stages of a resident and concept of subsidy insurance; impact of RAD on HUD metrics; Abt Associates MTW Innovations Report and proposed performance measures; CHA customer service; approach to informing CHA residents currently paying ceiling rent; tax credit training; wi-fi access in common areas; RAD mobility vouchers; and quality control audits.

Many of the discussion topics listed in the December 11th and December 17th meeting have been reiterated in the written public comments. The following summarizes written comments received during the comment period and CHA responses to the comments.

COMMENT: *(Page A22) Commenter requests that the draft Section 3 Plan be made available and working session held prior to the start of the public comment period...rather than during the comment period as proposed in the schedule. In addition, could CHA indicate when it anticipates that a draft will be available for comment? Given RAD-related construction, we hope there will be a revised Section 3 Plan sooner rather than later. We appreciate that CHA has committed to appearing before the City Council Housing Committee at a public hearing which will focus on Section 3 job and other economic opportunities (Greg Russ at Cambridge City Council Housing Committee held on December 17, 2014).*

CHA RESPONSE: CHA has looked into a number of options in an effort to strengthen its Section 3 efforts. One of the most difficult areas for CHA and Section 3 is creating a path into the construction trades that will provide real, long-term, employment options. Starting in the summer of 2014, CHA engaged in talks with union representatives, and while CHA is still open to meaningful options and proposals around an apprenticeship track, discussions to date have not led to a proposal that merits review by the Board. As of the date of this response, CHA does not see an apprenticeship path that can be reliably determined. It is CHA's position that, absent such an arrangement, the other economic opportunities encouraged by Section 3 will be the focus of our efforts.

The draft Section 3 Plan will be made available for comment in May 2015. We are willing to hold the working session at the very start of the comment period, and make the plan available a week prior to the working session.

COMMENT: (Page A22) Commenter requests that the HCV Program Brainstorm and Administrative Plan be broadened to include a general review of the Part One Administrative Plan, including the impact of the policy/procedure changes made in 2013.... At the December 11, 2014 public hearing, CHA seemed open to using the brainstorm session to look at what's working and what isn't from the perspectives of CHA, the tenants, and advocates as well as identifying barriers in the HCV program and way to reduce the number of transactions.

CHA RESPONSE: CHA agrees with this request and has modified the description in the public process schedule to reflect a general review of Part One of the Administrative Plan.

COMMENT: (Page A22) Was the Administrative Plan in the Public Process schedule included by mistake or a reference to possible amendments to the Part Two Administrative Plan for RAD developments?

CHA RESPONSE: The Administrative Plan was included as part of the public process schedule because it will continue to include policy changes as CHA's public housing stock shifts toward project-based subsidies as a result of RAD, HILAPP, and Millers River Disposition. At the time of this writing, there are two parts in the Administrative Plan. Additional changes and amendments may occur in FY16 and beyond.

COMMENT: (Page A22) Will CHA be proposing parts three and four to the HCV Administrative Plan to cover Jefferson Park State and Millers River during this fiscal year. If so, commenter requests that CHA commit to making a draft available to ACT, legal services, and CEO and meet with the same groups prior to making the draft available for public comment and/or Board Approval.

CHA RESPONSE: At the time of the writing, CHA has not yet determined the manner in which the project-based subsidies at Jefferson Park State and Millers River will be addressed in the Administrative Plan. Such policy changes may occur in FY16 and depend on several moving parts for each process. CHA will make available a draft of the changes to ACT, legal services, and CEOC prior to public comment.

COMMENT: (Page A22) CHA has committed to providing advance copies of RAD and disposition documents to ACT, CEOC, and legal services (for which we are pleased). We wanted to clarify that such advance provision would be at a time to allow for review and submission of comments at a meaningful time.

CHA RESPONSE: We understand the comment to mean that RAD and disposition documents are available enough in advance to allow comments or questions to occur prior to such documents becoming final. CHA will try to work with the groups to allow this to happen.

COMMENT: (Page A22) Commenter suggests that language on Resident Training be revised as follows:

CHA will provide a training for panelists who serve on the conference and grievance panels; training on the low income housing tax credit program; and orientation and training for tenant coordinators. CHA will also work with ACT and tenant councils to plan trainings and workshops on policy and other issues.

CHA RESPONSE: CHA appreciates the suggested language and has modified the Resident Training description to include some of the key points from the language in the comment.

COMMENT: CHA has verbally committed to holding a customer service training for all its staff which would be an interactive training in which both staff and tenants would participate. (At the December 17 MTW discussion... CHA said the RFP for hiring a consultant to lead the training would be ready by March 2015 at the latest). Given this commitment... we suggest that CHA include this either in the public process schedule or on page A11 or elsewhere in the Plan.

CHA RESPONSE: A section called CUSTOMER SERVICE has been added to page A32 in Department Highlights to restate CHA's commitment to providing customer service training in FY16.

COMMENT: *Commenter suggests the following definition of supportive services (for new admissions only) for CHA's RAD conversion:*

If a household contains any member who is elderly (at least age 58 years) and/or disabled, then the household is not required to participate in supportive services. For all other households newly admitted to CHA housing (after conversion to RAD), the household is required to participate in supportive services (as defined here) and self-certify at the household's next regular rent redetermination that it met the supportive services requirement. If any household member participates at any time in services during the period between regular rent determinations, the family has met the supportive services requirement. Supportive services consist of (1) participation in any of the programs administered by the CHA's Resident Services Department; (2) participation at ACT Board or Committee meetings or local tenant council meetings; (3) participation in any financial literacy event or program (offered by the Cambridge Multi-Service Center, CEOC, or other agency or organization); or (4) participation in any employment, pre-employment, job readiness, training, educational, or volunteer activity.

CHA RESPONSE: CHA appreciates the suggested language as we refine CHA's supportive services requirement for those new households. CHA will consider adoption of the language as proposed with the exception of "employment" and "volunteer activity" since these activities, while positive, are not supportive services. CHA did seek a waiver of this provision but was told by HUD that we should withdraw the request as it could not be approved.

COMMENT: *Commenter requests that CHA state its commitment of the new ownership entity structures under RAD in "An Open Institution" on page A23 or "Affiliates" on page A28 or elsewhere.*

CHA RESPONSE: CHA has included language under Affiliates on page A29 that describes the anticipated ownership structure for sites undergoing RAD conversion.

COMMENT: *Commenter requests that CHA state that it will continue to manage and operate the RAD and non-RAD developments (on page A25).*

CHA RESPONSE: CHA has included language under Affiliates on page A29 that states that CHA's Property Management Department (also known as Operations Department), using a fee for service arrangement, will manage RAD LLC properties.

COMMENT: *Commenter suggests that before implementing the Transition to Market Rent activity, CHA should consider how shelter burdened the affected households would be in the Cambridge private market. Commenter also suggests that CHA meet with affected families to seek insight into the policy. Would the family move or stay? How much fixed debts do they have? What is their potential eligibility for the city's first homeownership program?*

CHA RESPONSE: CHA is well aware that there are a number of factors to consider any time a family moves from a Cambridge housing subsidy to private market rate housing. When CHA is closer to implementing the Transition to Market Rent activity, we will consider meeting with the potentially affected families and carrying out additional analyses of the potential impact of the policy. At the time of this writing, and in large part due to the RAD conversion, CHA has no plans to implement this activity in FY16.

COMMENT: Commenter submits the following considerations regarding the pilot of the FSS+ Expansion.

- *Elderly/disabled households with no wages should be exempted and “opt in”.*
- *With an “opt out” provision, participation should be completely voluntary for the tenant*
- *Any requirements (e.g. workshops, individual coaching sessions) should not be scheduled so as to interfere with employment or education.*
- *Have an escrow account can be accessed for rent and other living expenses when a tenant experiences a decrease in income (which does not result in a rent decrease) and/or fluctuating income (e.g. agency or per diem jobs, erratic child support) may help resolve one of the problems with existing rent simplification policies*
- *How will participation impact Jefferson Park (federal) tenants that may have to relocate for modernization*
- *Financial coaching should be optional in both developments rather than being required in one and not being offered at all in the other. There are too many variables to result in any meaningful data from the two different approaches that the pilot proposes to study.*
- *What would the impact analysis entail? When would it be done (before or after the pilot is implemented)?*

CHA RESPONSE: CHA appreciates the thoughtful comments on the FSS+ expansion and concerns raised regarding a pilot of the FSS+ expansion. At the time of this writing, only a portion of the funding needed for the pilot has been secured. Further, there are still a number of policy details that need to be determined and the comment above will be considered as CHA and COMPASS move to a final set of policies for the pilot. For the FSS+ pilot to be evaluated CHA must set up a structure that will allow for a meaningful assessment by an outside evaluator and this may also affect policy choices. Once the full program is designed, a draft will be provided to interested parties and a working group meeting held to review and take comments on the pilot.

COMMENT: Pages A28 and B28. Commenter requests that the draft amendment regarding site based and project-based wait lists in Part One of the HCV Administrative Plan be shared with the commenter prior to submission to the Board. The draft Plan states that CHA is contemplating 6 wait lists (p. B10). Commenter heard that there would be wait lists for CHA affiliates, Homeowner’s Rehab (including 2 Mount Auburn), Just-A-Start (p. B10). Will there be a wait list for CASCAP units?

CHA RESPONSE: The Leased Housing staff is planning to meet with ACT and others regarding changes to the waiting lists. This discussion will occur prior to any recommendation that goes before the Board.

COMMENT: Commenter wants to be sure that the protocols of the site based project-based wait lists are (1) consistent with the “expiring use” agreements relating to the conversion of Enhanced Vouchers to Project-Based Vouchers in the four Cambridge developments (Inman Square, Norstin, 411 Franklin, and 402 Rindge) and (2) give priority for transfers within developments and within CHA’s project-based portfolio for those who are under- or over-housed.

CHA RESPONSE: As referenced in the prior comment, CHA encourages that these questions to be raised and discussed at the meeting with ACT and others regarding changes to the waiting lists.

COMMENT: Page A25. CHA indicated that it continues to have a dialogue about alternatives to current rent collection methods. At the December 11 public hearing, James Comer stated that CHA is willing to do a pilot at a couple of sites to test different options. It would make sense to seek input from tenants regarding the design of the pilot study. Commenter urges CHA to implement a system as soon as possible which will allow tenants the option of obtaining a contemporaneous receipt, particularly where CHA has implemented a habitual late rent policy and where payments have been delayed or lost when mailed, both to the lock box and to the management companies hired to collect rent for some CHA-controlled properties.

CHA RESPONSE: CHA is researching possible payment options and vendors that could provide both the necessary level of privacy and security while, at the same time, offer user-friendly rent payment alternatives for CHA residents. Once a vendor is identified, CHA will begin the process of designing a rent collection alternative pilot. Once an initial design is developed, CHA will review the approach and seek comment using a working group. At least two meetings are proposed. The first meeting would introduce the rent collection options and discuss the approach; then a second meeting would occur to receive comments.

COMMENT: Commenter states that CHA was exploring a revised and simplified computerized rent ledger. Commenter states that the rent ledger is confusing to read, in part because of the splitting of one payment and not indicating the check or money order number of payments.

CHA RESPONSE: CHA agrees with the commenter on the readability of the ledger and has gone back to our software provider to develop a simplified rent ledger. We find the rent ledger as frustrating to read as the commenter.

COMMENT: Pages B17-B41 Commenter states, "... support [for] CHA in defining self-sufficiency as 'reduction in subsidy' rather than 'end of subsidy.' No longer receiving housing assistance is NOT a requirement for completing HUD's self-sufficiency programs. One of the purposes of MTW is to create local solutions to housing problems. Cambridge remains one of the most expensive rental markets in the country which makes 'end in subsidy' a ridiculous measurement. (See the enclosed Boston Globe article on December 25, 2014 which stated that '\$100K salary needed for median Boston rent.)"

CHA RESPONSE: CHA truly appreciates commenter's support. We continue to believe that a reduction in subsidy is a more fair and effective measurement of self-sufficiency in Cambridge and that HUD is wrong in requiring the end of subsidy measure. The Boston Globe article has been included as the last Appendix in this Plan.

COMMENT: The draft Plan states that the "Tenant Liaison is committed to providing ongoing support." (p. A31). Commenter does not know what is meant by the phrases "dormant: or "yet-to-be established) councils. Commenter suggests that the language be changed to

The Tenant Liaison is committed to providing support to tenant councils and organizing committees working to establish tenant councils."

Also, the Tenant Organizations page on the CHA website does not include contact information or any specific information about any of the recognized tenant councils. One of the telephone numbers given for ACT is incorrect. The tenant liaison could work with the tenant councils and ACT to revise/update the website page.

CHA RESPONSE: CHA has reviewed the proposed language and modified the narrative under Tenant Liaison on page A31 to reflect some of the commenter's changes. The discrepancy in contact information on the CHA website has been corrected.

COMMENT: CHA plans to hire 10 to 14 tenant coordinator during FY16 (p. 31). It would be helpful if CHA posted the information about these Section 3 job opportunities on its website. To reduce costs, Resident Services did not

send out mailings to heads of households over 56 year old, which included the job posting.

CHA RESPONSE: CHA posted tenant coordinator job opportunities on December 19, 2014 and accepted applications until January 16, 2015. The positions were posted on the CHA website, included with the Resident Services mailings as referenced in the comment above, and posted at all CHA public housing sites. To date, CHA received 50 tenant coordinator applications and anticipates hiring between 10 to 13 coordinators in February 2015.

COMMENT: *On the household income chart on page A19, it would be helpful to have a breakdown showing 50-59% and 60-80% AMI, given that most formerly public housing units in RAD and non-RAD developments will have tax credits with a 60% AMI income limit.*

CHA RESPONSE: CHA will modify the income chart in the Annual Report to reflect the 50-59% and 60-80% AMI breakdown. Please see below for the AMI breakdown based on the data provided on page A19. The labels of the AMI brackets have been corrected for accuracy.

INCOME	PUBLIC HOUSING	%	HCV	%	TOTAL
50-59% AMI	99	4%	131	4%	230
60-80% AMI	97	4%	83	3%	180

COMMENT: *Page B39. Commenter urges CHA to more accurately state the tenant's minimum shelter burden as the \$50 rent plus the utility allowance for year one and second tier plus utility allowance for subsequent years. Absent MTW, the \$0-\$50 minimum rent is reduced by the utility allowance for tenant-paid utilities and so it is somewhat misleading for CHA to state that the minimum rent is \$50.*

CHA RESPONSE: CHA will retain its minimum rent description on page B39. However, we will add language to indicate that utility allowance may be applied to the minimum or second tier rents.

COMMENT: *Though it is not mentioned in this year's plan, tenants are interested in knowing how many developments have designated smoking areas.*

CHA RESPONSE: At the time of this writing, there are nine (9) sites that have designated smoking areas (Burns, Manning, Miller's River, Truman, Russell, Washington Elms, Newtowne Court, JFK and Roosevelt Towers).

COMMENT: *Commenter has provided pages of the draft Plan where there are typographical errors and/or where technical corrections are needed.*

CHA RESPONSE: CHA appreciates the attention to detail and will incorporate the corrections where appropriate.

COMMENT: *Commenter submitted a comment regarding the RAD Ceiling Rents/Phase-In. Commenter would like to have a further discussion with CHA as to how it set the ceiling rents (which, in turn, will affect the phase-in of rent increases) to try to minimize the disparity in rent for similarly situated tenants across all developments. The Commenter stated in part: "... under the RAD tables, there is much greater disparity among developments for tenants in the same income bracket due to the ceiling rents. For example, a tenant in a one bedroom apartment at any of the phase one family developments whose household income is \$50,000 per year would pay rent of \$915 - \$925 (under the current schedule) but under the RAD schedule would pay anywhere from \$1,059 to \$1,216 depending on the development, a \$157 per month difference for the same sized apartment (with the only difference being the development). Similarly, a tenant in a two bedroom apartment in a family development whose annual income is \$60,000 would pay between \$1,270 and \$1,460 - a difference of \$190 per month - depending on the development (with Putnam Gardens being the most expensive...). At the December 17 MTW*

meeting with tenant leaders, Greg Russ said that after looking at the distribution of rent increases, CHA would be willing to consider a threshold for applying a five-year phase-in. Commenter is also concerned about what would happen if there is a change in household income during the phase-in. The phase-in provisions for the household's rent increase amount should still apply.

CHA RESPONSE: CHA carried out extensive impact analyses in determining RAD Ceiling Rents. CHA has spent a tremendous amount of effort to accomplish as much parity between developments and resident types as is possible while transforming the type of subsidy, adding in tax credit requirements, and all the while adhering to its commitment to operate the developments as closely as possible to a public housing platform and the public housing rent simplification tables. The final result has successfully accomplished this transition for all but a small fraction of residents at the highest income levels. The following chart demonstrates the wide disparity between rents in the different developments at the beginning of the process and at the end of the process. The disparity would be much greater if CHA chose to only use the contract rent as the ceiling rent.

The comments state that under the RAD schedule, a resident in a one-bedroom would pay anywhere from \$1,059 to \$1,216 depending on the development, i.e. a \$157 per month difference for the same sized apartment. However, using the contract rents alone, a resident in a one-bedroom hitting the maximum rent (in this case the contract rent) would have paid anywhere from \$657 to \$1,280, a **\$623** difference.

2014 Contract Rents for a 1-Bedroom Unit

CHA PROPERTY	CONTRACT RENT
Washington Elms	\$1,235
Putnam Gardens	\$1,245
Newtowne Court	\$1,083
Lyndon B. Johnson Apts	\$725
John F. Kennedy Apts	\$736
Manning Apts	\$1,280
Woodrow Wilson Court	\$1,024
Lincoln Way	\$657
Jackson Gardens	\$714

For a 2 bedroom unit, rather than a difference of \$190 as in our current schedules, a tenant in a two-bedroom unit hitting the contract rent would have paid anywhere from \$722 - \$1,599, a **\$827** difference.

2014 Contract Rents for a 2-Bedroom Unit

CHA PROPERTY	CONTRACT RENT
Washington Elms	\$1,235
Putnam Gardens	\$1,245
Newtowne Court	\$1,083
Lyndon B. Johnson Apts	\$725
John F. Kennedy Apts	\$736
Manning Apts	\$1,280
Woodrow Wilson Court	\$1,024
Lincoln Way	\$657
Jackson Gardens	\$714

There are a number of factors that CHA feels mitigate the impact of the increases on this narrow band of residents:

1. All the affected residents had been paying substantially below 30% of their incomes, which in itself is a disparity with other residents who have lower incomes. The pre-RAD percentage of income ranged from 8% - 28% of income for rent.
2. No affected resident will be paying more than 30% of income even after the full increase is phased in over a long period of time. Residents will continue to pay as low as 12% and as high as 29% of income even after full implementation.
3. The implementation of the rent increase will not begin until 2017. It will be phased in over 2017, 2018, and 2019. This gives affected families a great deal of time to prepare for the rent increase. It will be 5 years before the increases are fully implemented.

CHA is developing a plan to inform the ceiling rent families and is committed to working with the families during this transition. We are willing, after meeting with the families, to consider a longer phase-in but cannot advise at this time that we will adopt a longer phase-in, especially given that rent increases will not be implemented until 2017.

COMMENT: CHA has indicated that it plans to have operations staff interview all of the affected Phase One families. At the December 17 MTW meeting, Greg Russ proposed that the same interviewing team would meet with all families. The interviews should help to inform a rent policy for Phase Two. Commenter suggests that Phase Two ceiling rent households be notified at an earlier point in the process. Commenter has also asked if changes will be made to rent schedules at Millers River and Jefferson Park State following their conversions to project-based voucher housing.

CHA RESPONSE: CHA is planning on meeting with Phase I affected families in January and February of 2015. The rent schedules at JP State and Millers River have not been prepared yet. Since neither of these developments are RAD developments, different circumstances will apply. We do not yet have contract rents on Phase 2 projects, but anticipate they will become available in the next several months. As soon as those rents are established, we will notify affected Phase 2 residents.

COMMENT: Commenter lists the following concerns regarding the Section 3 Plan.

1. Section 3 is not captured specifically in the FY16 Draft Plan. CHA must have readily available to the public "any policies or programs of the PHA for the enhancement of the economic and social self-sufficiency of assisted families, including programs under Section 3. CHA's FY16 Plan should include a well developed Section 3 Plan that includes a discussion of how the recipient will achieve its minimum Section 3 responsibilities. These responsibilities should include 1) outreach to section 3 residents and businesses concerning section 3 opportunities; 2) notification to contractors of the Section 3 obligation and inclusion of the appropriate Section 3-related language in each contract; 3) facilitation of training and employment of section 3 residents; 4) cooperation with HUD in obtaining compliance with section 3, including the action taken and impediments.
2. The Section 3 plan should highlight the recipient's planned activities
3. Recipients should adopt coherent Section 3 plans also.
4. CHA and all Section 3 recipients show a genuine compliance with Section 3.

5. *CHA to implement Section 3 adequately as required.*
6. *CHA to give sufficient notification of the availability of Section 3 Employment Opportunities.*
7. *Include an effective Section 3 compliance strategy in the FY16 Annual Plan for implementation.*
8. *Give sufficient notification regarding Section 3 Contracting Opportunities.*
9. *Insure that all Contractors and subcontractors honor their Section 3 contract commitments.*
10. *Have in place a mechanism to collect data pertinent to Section 3 compliance.*
11. *Develop a system to monitor Section 3 labor force information and job created.*
12. *Submittal of a timely Section 3 Report for FY16 to HUD for review as soon as possible.*
13. *Public listing of activities to promote the achievement of Section 3 goals.*

CHA RESPONSE: CHA recognizes the importance of the Section 3 Plan but there is no requirement to provide the Section 3 Plan as part of the Annual Plan. Section 3 is a separate policy document and will be provided to a working group with an associated public process, at which time the comments provided above can be further considered.

COMMENT: *Page A31. Tenant Liaison. Increasing the number of recognized tenant councils is a great challenge at any time. As CHA converts to RAD many tenant communities will be disrupted due to modernization construction relocation. Commenter appreciates CHA's continuing commitment to tenant participation but questions how one person is expected to assist with Resident Services programs (including FSS+ expansion), provide effective social media (where none currently exists), have the time necessary to "provide ongoing support" to existing tenant organizations AND increase the number of tenant councils.*

CHA RESPONSE: CHA appreciates the commenter's concern with CHA's tenant liaison's scope of duties. The tenant liaison works collaboratively with other CHA staff to support the work of tenants.

COMMENT: *The Plan states that in FY14, CHA instituted a fee of \$60 to be charged to participants in the HCV program who fail to attend an originally rescheduled recert appointment without giving 48 hours advance notice. Were any participants charged this fee?*

CHA RESPONSE: From the period of April 1, 2013 to December 31, 2014, six participants in the HCV program were charged the fee for either failing to attend or reschedule recert appointments with at least 48 hours advance notice.

COMMENT: *Has there been a decrease in the number of participants who fail to recertify by their anniversary date?*

CHA RESPONSE: When an HCV participant fails to recertify by his/her anniversary date, it triggers the termination process and a termination letter is mailed to the participant. In FY14 (April 1, 2013 - March 31, 2014), 29 termination letters were mailed out to HCV participant households that did not recertify by their anniversary dates. For the first three quarters in FY15 (April 1, 2014 - December 31, 2014), 7 termination letters were mailed out to 6 HCV participant households that did not recertify by their anniversary dates. In

other words, there has been a 75% decrease in termination letters that have been sent out as a result of HCV participant households failing to recertify by their anniversary dates. Incidents of actual participant termination or failure to attend the recert due to medical reasons were not included in the termination letter count.

COMMENT: *The baseline rent determination error rate in the HCV program is reported as 30%. Did the audit give CHA insight into the reasons for the errors?*

CHA RESPONSE: The error rates are based on file audits that were completed by an outside consultant. Four measures were used to derive the overall error rate. (1) files with no errors (2) files with verification errors (3) files with calculation errors and (4) files with rent errors.

COMMENT: *Please say more about the quality control process and when CHA anticipates being able to report new information about the error rate.*

CHA RESPONSE: CHA engages an outside consultant to review quality of work in both public housing and housing vouchers. The reviews are conducted by an outside consultant two (2) times per year for each department. In other words, the consultant will perform review of Property Management files two separate times in a given year. In that same year, the consultant will also review Leased Housing files two separate times. In total, the consultant will have reviewed CHA files four (4) times in one year. Based on the reviews, CHA employees receive additional training or coaching to address errors, files are corrected and, if required, rent adjustments applied. In the future, CHA plans to compare error rates to national averages.

COMMENT: *Page B41. HUD is requiring the use of the metrics Increase in Positive Outcomes in Employment Status, and Households Removed from Temporary Assistance for Needy Families, to evaluate Rent Simplification in the public housing program. Will CHA report the outcomes for these metrics in next year's plan? Is there any value in tracking this information for voucher participants? Why didn't HUD require the same metrics to the FSS+ program.*

CHA RESPONSE: CHA has committed to using the metrics approved by HUD in the FY15 Plan. The employment and TANF metrics are included because HUD developed a metrics matrix that are uniformly applied to all MTW agencies. CHA believes these metrics are NOT indicative of the RSP program and should not be applied to voucher participants. HUD did not require the same metrics for FSS+ because the program is not focused on increasing or securing employment for participants, but more importantly, the self-sufficiency metrics were clearly delineated in their metrics matrix.

COMMENT: *I strongly agree with CHA that using End of Subsidy as the unit of measurement for the metric Households Transition to Self-Sufficiency is misleading. What do we learn about the changes that occurred as a result of CHA's MTW activities RSP and FSS+?*

CHA RESPONSE: CHA's primary intent in the Public Housing Rent Simplification Program was to increase cost effectiveness and reduce staff time in completing recertifications. Over the years that rent simplification has been in place there has been a gradual rise in earned income. While this is worth noting, CHA does not have evaluation data to connect the increase to rent simplification. The FSS+ program focuses on developing asset-building skills to increase self-sufficiency and the metrics indicate that overall, participants have escrowed savings and increased credit scores during their first year of participation in the program. Based on September 2014 data supplied by Compass, 67% of participants experienced an increase in their credit score and the average increase (in points) is 47. Sixty (60) percent of participants experienced an increase in earned income and suggests that the same proportion have escrowed savings.

COMMENT: *The plan reports that in FY13, 46 public housing households moved out to rent or purchase a home in the private market (p. B42). The number is based on positive exits, that is, households that left in good*

standing (which excludes transfers, deaths, and evictions). It's worth noting that CHA does not conduct formal exit interviews. Therefore, we don't really know what happened to these households. More importantly (in terms of evaluating MTW), we don't know what it means that they left CHA public housing. I would be interested in finding out what types of households moved out. What was their income range? Were they multiple wage earner households? Did they take part in educational or job training programs? How long had they lived in public housing (longer than 7.5 years, the average length of stay for CHA Low Income Public Housing as of June 2013)? Did any of these households move to an inclusionary rental or homeownership unit (which is another type of affordable housing)? For the former public housing households that no longer have a rental subsidy, what is their housing cost burden?

CHA RESPONSE: The commenter has identified important considerations in qualifying and quantifying self-sufficiency. To confirm, CHA does not conduct formal exit interviews nor does CHA collect household data after they leave CHA. Therefore, we do not have information on where the households moved to (inclusionary or homeownership) and their housing cost burden after leaving CHA. In addition, CHA does not track if household members take part in educational or job training programs unless it involves youth in the Work Force or FSS+.

CHA completed further analyses based on the commenter's questions. A total of 39 households (7 of the 46 households had duplicate records that were not filtered out) moved out CHA public housing in good standing. The income ranged from \$0 to \$68,276. Four (4) of the households involved 2 wage earners, twelve (12) households involved 1 wage earner, and twenty-three (23) households involved no wage earner. Sixteen (16) were in elderly public housing and twenty-three (23) were in family public housing. The average length of stay in CHA public housing for the 39 households was 6.8 years. The shortest length of stay was one (1) month and the longest length of stay was 26.8 years.

The commenter has focused on information that should be better tracked and CHA will commit to this in the next fiscal year.

COMMENT: *It's not exactly clear what role RSP played in encouraging people to increase their earnings. Why did these 46 public housing households "succeed" in transitioning to self-sufficiency while zero households that participated in FSS+ (all of whom are voucher participants) experienced an end in subsidy? (page B18). It would be a leap to conclude that the voucher program isn't simplified enough. How many positive exits were there among HCV participants in FY13? Why doesn't HUD require CHA to report that number in the plan?*

CHA RESPONSE: Again, the commenter has identified important considerations in qualifying and quantifying self-sufficiency. CHA believes that HUD does not require tracking positive exits in the HCV Rent Simplification Program because it does not involve changes to the rent calculation and did not trigger the metric in their metrics matrix. There were 111 positive HCV exits in FY13, of which ten (10) households were at over 81% AMI and four (4) of the ten (10) were equal to or greater than 100% AMI. One household was at 142% AMI.

COMMENT: *Here's the point. HUD isn't supposed to tell MTW housing agencies (HAs) how to use their increased flexibility. Under MTW, HAs are given the opportunity and responsibility to "plan and implement innovative programs that effectively address locally identified needs. Further, the capability that an HA demonstrates in this regard will be considered in the evaluation progress." (Notice PIH/Section 8 Moving to Work Demonstration, Federal Register, Vol. 61, No. 244, 18 December, 1996, page 66857). The most compelling locally identified need in Cambridge is for housing that is affordable to low- and moderate-income households. Between 2000 and 2012, the median gross monthly rent in Cambridge increased 64.7% from \$962 to \$1,585. In 2012, 23% of Cambridge households paid 50% or more of their income for housing. (2008-2012 American Community Survey). The plan reports that 89% of public housing households and 93% of HCV participants currently served by CHA have incomes that fall in the range of extremely low- and very low-income. (page A19) It is unrealistic to expect that a majority of these households would be able to overcome the affordability gap by putting aside money between biennial recertifications or participating in a 5-year savings and financial education program. Additionally, no longer receiving housing assistance is not a requirement for completing HUD's Family Self-Sufficiency programs. There is no uniform definition of self-sufficiency as far as HUD is concerned. According*

to HUD From 50900: Elements for the Annual MTW Plan and Annual MTW Report, HAs may create one or more definitions of self-sufficiency to use for the metric Households Transitioned to Self-Sufficiency. (Attachment B, page 35) The CHA's definition of self-sufficiency as a Reduction in Subsidy reflects the conditions of the local housing market. It put the focus on supporting the efforts of low-income families to advance economically, and not on increasing the number of households that "graduate" out of stable affordable housing.

CHA RESPONSE: CHA appreciates the Commenter's points on self-sufficiency and reiterates that the high cost of the Cambridge local housing market makes it difficult for households receiving subsidies to transition out of CHA housing.

COMMENT: *The plan states that Compass Working Capital has selected Abt Associates to evaluate FSS+. (page B57) Has the evaluation process begun? How long will it continue? What will it entail? If there are periodic reports, will they be made available to the public?*

CHA RESPONSE: At the time of this writing, COMPASS and CHA have not yet secured the appropriate funds to support the evaluation. Abt's initial recommendation (and this is not a final evaluation plan, only early thinking) is to conduct data collection points at two points:

(1) Limited, interim data collection about six months after launch, including a group interview with Compass staff, a group interview with CHA staff, review of administrative and survey data and two focus groups with CHA residents, one at each of the participating developments. These early interim data collection will provide CHA and Compass with quick early feedback in real-time while also helping Abt to plan and structure the primary data collection approach.

(2) Primary data collection about fifteen months after launch.

COMMENT: *What role will the Policy and Technology Lab East play in supporting the expansion of FSS+ at two Phase 2 RAD family developments (if the necessary funding is secured)? (page A32) What research is Lab West engaged in presently?*

CHA RESPONSE: PTLab East is supporting a part-time intern to support development of the FSS+ expansion. The intern has been instrumental in helping frame the fundamentals of the expansion as well as interface with COMPASS to ensure consistent and open communication between various departments within CHA (leasing, IT, operations, fiscal, and resident services) regarding program development. In addition, the intern has carried out critical data analysis on the potential impact of FSS+ during a pilot period. PTLab East will continue to support coordination and organizational management of the FSS+ pilot. On the PTLab West front, projects currently include (1) Development of an Emergency Response and Recovery (2) Research best practices on interventions and programming to help youth attend school and be available to learn and succeed as adults (in partnership with the school district) (3) Analysis on the impact and outcomes of the Resident Self-Reliance (RSR), Keene's version of FSS, compared to non-RSR participants and (4) Analysis of Keene Housing's energy usage and development of recommendations to improve its carbon footprint.

COMMENT: *The plan also states that the Lab will "support the RAD transition as needed." Can you give examples of what that might be? Will the Lab be looking at the impacts of RAD policies?*

CHA RESPONSE: RAD is radically changing the way CHA will operate as a public housing agency and while some impacts have been predicted, others remain to be seen. The Lab will review departmental reporting standards on a regular basis during the transition and onward.

COMMENT: *Can you provide more detailed information about the Pathways to Permanent Housing - Heading Home program? (page A40) What are the incentives for saving? How much have participants saved to date? What is the Plus One Payout? How long have participants been enrolled in the program? Have any participants*

left the program (by their own choice or because they were asked to leave)? If, at the end of two years, a participating family has failed to meet program requirements and/or is deemed ineligible for a voucher or public housing unit, what housing and other resources will be offered to the family beyond a limited extension?

CHA RESPONSE: For the PPH - Heading Home program, the savings, incentives for savings and Plus One Payout program are completely administered by Heading Home and designed so that any payout would occur after a participant has graduated out of the program. As of January 1st, 2015, six (6) participants are enrolled in the program and no participants have left the program. All participating households receive services and support directly from Heading Home, while CHA's primary role is to provide a housing voucher to the participant household. Should a participant household fall out of compliance with program requirements, they would work with Heading Home to resolve the situation and if necessary, Heading Home may reach out to CHA to arrive at a resolution. However, this would occur on a case-by-case basis and, at the time of this writing, no additional resources have been dedicated for participating households that become noncompliant or ineligible for the program.

COMMENT: *Has CHA and Transition House discussed whether the Pathways to Permanent Housing - Transition House pilot program will be extended, expanded, or redesigned (as FY16 will be year three)? (page B21) Who is engaged in evaluating the pilot? Has Transition House secured funding to support the liaison position? Will the conversion to RAD impact the program in any way? I would like to know what tenants and other community members can do to advocate on behalf of continuing and/or expanding this important program.*

CHA RESPONSE: CHA and Transition House are in conversation on continuing the program beyond the pilot phase and during the RAD transition. At the time of this writing, evaluation of the pilot and future funding are still in discussion. The tenant liaison has started working with Transition House and the Senior Center to plan workshops on domestic violence and bullying among seniors. When an initial plan is completed the tenant liaison will seek input from tenant leaders before finalizing the workshop plan. Active engagement with the tenant liaison and community liaison, in addition to sensitive outreach to increase awareness of the program would help the continuation of the program.

COMMENT: *It was part of the tenant liaison's job description (in the posting for the position in 2008) to "foresee and resolve problems and to promote relationship-building practices which enhance the quality of life at CHA's diverse family and elderly developments and among leased housing residents." Presently, the tenant liaison does not have much direct interaction with voucher participants or public housing tenants that live in developments that do not have tenant councils. (The exception would be the CHA's quarterly meeting with tenant leaders which the tenant liaison attends.) The plan states that the tenant liaison will "continue to work closely with Planning + Development, Property Management, and Leased Housing on issues affecting tenants' living conditions" (page A31) In what ways has the tenant liaison been involved in issues that have to do with living conditions in the leased housing program? Will the role of the tenant be affected by CHA's reorganization due to the RAD conversion? How does the tenant liaison plan to support the formation of new tenant councils or support existing tenant councils at developments where tenants will be relocated off-site?*

CHA RESPONSE: The tenant liaison works to address areas of concern voiced by residents. For instance, the tenant liaison's work with Transition House and the Senior Center to increase awareness of domestic violence and bullying among seniors exemplifies a process in which the tenant liaison seeks input from tenants living in both buildings that have and lack a tenant council.

Presently, the tenant liaison's work with voucher tenants is through the Financial Stability and Savings (FSS+) Program, a program that is offered to all MTW Section 8 families. The tenant liaison has been working closely with the Director of Leased Housing and Compass in supporting the FSS+ Program. Moving forward, the tenant liaison will attend "briefings" to provide additional support and connect newly-issued voucher holders to resources such as ACT, CASLS, and other services that might be of interests to the tenants. The tenant liaison will continue to provide the same level of service to tenants after the RAD conversion.

With regard to CHA housing developments that lack a tenant council, the tenant liaison will first reach out to developments that previously had an active/recognized tenant councils to engage tenants on issues and interests in getting a tenant council re-established. Next, the tenant liaison will reach out to tenants in the developments with no tenant council history to determine interest in establishing one and work with CHA operations staff, as needed.

During renovation and relocation (e.g. Manning Apartments), the tenant liaison will continue to support and address requests from the tenant council. Requests may include technical assistance in capacity-building and leadership development of the officers, and fund management (bookkeeping).

In addition, the tenant liaison will meet regularly with the Planning + Development renovation and relocation team to support the process and work with Property Management staff, coordinating between departments as needed to support the RAD transition.

COMMENT: *Can you provide more specifics about how CHA has assisted other housing authorities in the state with RAD second component conversions (e.g. certifying tenants, administering the vouchers, providing back-up vouchers)? Is the CHA's role different than it would be if the deal was worked through the CHA's preservation program? My understanding is that under the RAD option owners can convert to Project-Based Vouchers (PBVs) without having to convince tenants to elect to have their enhanced vouchers (EVs) project-based. (in that case, CHA would not have the task of educating tenants about the pros and cons of choosing and EV vs PBV.) The plan states that the local PBA program is an "ongoing MTW activity that is expected to grow in the coming years." (page A26) Does CHA anticipate that it will be asked by HUD to become more involved in more RAD preservation deals given that the RAD second component has been permanently extended? Is a RAD conversion considered a MTW activity? It is not reported on in the HUD Requirements section of the plan.*

CHA RESPONSE: CHA encourages these questions to be raised and discussed at the meeting with ACT regarding changes to the wait lists, as referenced in earlier comments.

Generally, the RAD second component deals do not "need" MTW authority to work and therefore do not need CHA or DHCD involvement unless the local housing authority is unwilling or unable to accept the new vouchers. Selection of an administrator for one of these RAD second component deals is made by HUD's Boston Field Office and they strongly prefer using the local authority when possible. In one of the two deals that CHA is involved in, we were already working with the local housing authority and it seemed to make sense to both agencies to expand the partnership. In the second deal, the local housing authority felt slightly overwhelmed by the conversion but has become a strong partner in the process. In both cases, the CHA is accepting and issuing the vouchers using its MTW flexibility in the same way that we accept and issue the enhanced vouchers through CHA's Expiring Use Preservation Program.

COMMENT: *In FY13, CHA received approximately \$1.4 million in non-federal funds. (page A35) The plan states, "These funds will be used for either non-federal purposes or initiatives that support public housing." I would encourage the CHA to consider using a portion of these funds to create a local rental subsidy to assist immigrant families that do not have a household member that meets HUD immigration status requirements. I appreciate that CHA has been willing to swap out HCVs for MRVPs to protect tenants that are currently living in public housing. The problem is that immigrant households without status will no longer be eligible to apply for any CHA housing (excepting affiliate units with no project-based subsidy). Although there are no immigration status restrictions in the city's inclusionary rental housing program, most households would not meet the minimum eligibility limits of 50% of area median income. Is there any way that CHA can help these families?*

CHA RESPONSE: CHA appreciates the Commenter's concerns. CHA remains concerned about the lack of housing available for extremely low-income households with no immigration status although to date the actual number of families in CHA housing that reflect this group has been very small. CHA initially sees the nonfederal funding as a reserve but will review options for providing housing subsidy for immigrant families that do not have a household member that meets HUD immigration status requirements as suggested in the comment.

COMMENT: Commenter would like to recognize the work of the Planning and Development Department in gaining the approval of the Board of Zoning Appeals (BZA) for CHA's application for a comprehensive permit for the redevelopment of Jefferson Park State. Initially, the CHA's proposal was met with outright hostility by the BZA members who were egged on by a handful of neighbors who wanted to use the hearing to express their unhappiness about how North Cambridge is changing. By making some changes to the original design, CHA was able to overcome the opposition. It was worth the fight. The tenants of Jefferson Park State, who have been living in substandard conditions, are deserving of high quality affordable housing.

CHA RESPONSE: CHA does not fully understand the comment but we do recognize that the City was very helpful in our efforts at Jefferson Park state. However, the redesign of the project, due to the changes in setback from Rindge Ave resulted in the loss of units and open space for residents.

COMMENT: The public housing wait list will be closed effective January 1, 2015. (page A25) It is anticipated that the list will remain closed for one to two years. The CHA is discussing with the city's community development department a way to serve elderly and disabled applicants by matching them with a voucher that could be used in an inclusionary rental housing unit. No details had been worked out as of December 17 (when the idea was briefly touched upon at a city council housing committee hearing and at the MTW meeting with tenant leaders). For example, how many placements would CHA make in the course of a year? Would they be limited to studios and one-bedrooms? Are there households on the inclusionary wait list that would be bumped (i.e. households that do not have vouchers)? Would the CHA Board of Commissioners need to approve this? I would appreciate the CHA sharing the specifics of how this approach would work prior to it being implemented.

CHA RESPONSE: CHA continues to be in conversation with the City's Community Development Department about possible options while the public housing wait list is closed and stronger links to inclusionary units. Once a policy and approach are developed, the changes will be vetted with interested groups. Such changes are likely to require both CHA Board and City Council approvals so there will be a public process on any proposals generated.

COMMENT: The CHA's proposal for a RAD mobility voucher with a payment standard of 80% of HUD's Fair Market Rents (FMR) was a reasonable approach to fulfilling the RAD requirement that tenants have choice mobility. Because HUD said no, RAD vouchers will be regular CHA vouchers with a payment standard of 125% of FMR. Providing a regular voucher to all of the RAD tenants who choose mobility could turn out to be very expensive. If a significant number of tenants wind up requesting a mobile voucher, it will drain CHA's resources both in terms of money and staff time. Additionally, it will impact how many households on the tenant-based wait list will receive housing assistance. This is a question of fairness as RAD households will go to the top of the list, which means they will be served before applicants who do not have any rental subsidy. Has CHA discussed whether tenants at the reconstructed Jefferson Park State, a non-RAD development, will have this new right?

CHA RESPONSE: The vouchers at Jefferson Park State will be project-based under MTW. CHA could use MTW flexibility to apply a different policy for mobility at JP State (and for any vouchers received for Millers River which is also a non-RAD site) similar to our original proposal for RAD.

COMMENT: At the November 25, 2014 CHA Board of Commissioners meeting, CHA general counsel Sue Cohen said that the idea behind choice mobility was to offer people a voucher so they would have the ability to move to a high opportunity area. The point is that Cambridge is a high opportunity area. Affordable housing/housing was rated the "single most important issue facing the City of Cambridge today - the one that affects you and your family the most" precisely because people want to stay in Cambridge. (City of Cambridge Telephone Survey for 2014) Has HUD granted any housing authorities waivers to the PBV choice mobility requirement? (If yes, on what basis?) Are housing authorities that are converting to PBV allowed to cap the number of choice mobility moves per year? If the choice mobility requirement for RAD PBVs is the same as for the normal PBV program then why wouldn't CHA apply its own policy regarding the right to move? "After two years of occupancy, the PBV household may request a Tenant-Based Voucher." (Part One Administrative Plan for the Federal Housing Choice Voucher Program, page 16-11) I think that CHA should continue to make the case to HUD that the conditions of

the local housing market have to be taken into account, and that HUD should approve the CHA's proposed RAD mobility voucher.

CHA RESPONSE: We are not aware of HUD granting housing authorities waivers to the PBV choice mobility requirement. CHA appreciates these comments on choice mobility. We were disappointed that HUD did not approve our request. In a letter dated December 18, 2014, HUD stated as follows:

The following activities do conflict with RAD's requirements and policies and may not be undertaken in units assisted under PBV HAP contracts entered into as a result of RAD:

use of alternative family right to move provisions that supersede 24 CFR 983.260 and utilize a payment standard consistent with RAD funding levels. Resident choice is a provision of the PBV program that is explicitly mentioned in PIH Notice 2012-32 and is a fundamental feature of RAD. As such HUD does not find cause to permit this requirement to be waived or modified."

CHA had requested in March of 2014 to apply a two-year rather than a one-year period on eligibility to receive a mobility voucher and were verbally turned down by the RAD office. We heard anecdotally that other MTW agencies that had eliminated all mobility in the PBV program prior to RAD were permitted to continue this policy post-conversion, but that the RAD office would not agree to any new waivers.

CHA would be interested in considering new approaches to this issue to include in future MTW Plans. However, the RAD office will also need to approve any change to the provision.

COMMENT: *My concern about the impact of choice mobility in other parts of the country is that it will be another force that contributes to the permanent loss of hard units. Will the independent evaluation of RAD collect data on the number of households that choose mobility over living at a RAD property? (it would be one way of measuring the effect of conversion on tenants. The number of households that move with a voucher also impacts the amount of resources available to improve quality of life conditions at what was formerly public housing.) Has there been any discussion as to what HUD would do if too many RAD households at a property or housing authority requested tenant-based vouchers? Is there a trigger for the HUD Secretary taking action?*

CHA RESPONSE: We are not aware of any independent evaluation of RAD in the near term, although as a demonstration program HUD will likely provide a follow-up report to Congress at some point. In addition, we are not aware of any discussion at HUD with respect to the impact of a large proportion of RAD households requesting tenant-based vouchers after a year.

COMMENT: *I have been wondering about the intersection between MTW and RAD. Will the RAD study look at how MTW agencies are doing RAD? Will the metrics for evaluating MTW get more confusing? Increase housing choice is one of MTW's statutory objectives. However, the number of choice mobility moves wouldn't count because they would be an effect of RAD, not MTW. Will HUD and/or Congress be paying attention to whether or not MTW activities or RAD conversions do more to increase housing choice? Will the CHA re-think its MTW metrics on the other side of RAD?*

CHA RESPONSE: As mentioned earlier, we are not aware of any near-term evaluation or study of RAD.

CHA will re-examine its MTW activities and associated metrics as its portfolio converts to RAD and largely becomes project-based subsidies. Some baseline and outcome data may need to be adjusted as a result of RAD. The commenter is correct that current metrics do not count choice mobility moves or households that choose to take a mobility voucher under CHA's MTW Program. CHA cannot predict as to how HUD or Congress might perceive MTW activities or RAD conversions and MTW's objective to increase housing choice. HUD's rejection of our mobility proposal ignored our market arguments for staying in Cambridge as "housing choice". Even with information sufficient to make an informed decision, HUD declined to allow our mobility proposal so we do not see the Department as really understanding the issues created by their lack of flexibility.

LOCAL ASSET MANAGEMENT PLAN

CHA is in compliance with the asset management/operating fund rule requirements set by HUD. The agency has established a fee-for-service and shared resources structure for most activities, as well as a Central Office Cost Center (COCC). Because of the flexibility allowed by CHA's MTW Agreement, some activities do not readily translate into fiscal policy choices that meet all of the stipulated provisions of the Asset Management rule. In Accordance with Amendment 1 of the Amended and Restated Moving to Work Agreement, CHA has instituted a Local Asset Management Plan. Below key differences from the HUD guidelines are outlined:

SINGLE FUND FLEXIBILITY

CHA will continue to exercise full fungibility across programs, Asset Management Projects (AMPs) and if necessary the COCC, at any time throughout the fiscal year.

Amendment 1 Section F. 2. f. provides for full authority to move funds among projects. CHA believes that continued fungibility as described above is permitted.

TRANSFERS TO PROGRAM AND ACTIVITIES USING THE BLOCK GRANT

CHA uses the block grant fund to move MTW and other funds across program funding streams and into particular activities or initiatives. The block grant is the fund that most expresses CHA's use of the Single Fund Flexibility provided by the MTW agreement.

Money in the block grant is generally used in the following targeted ways:

1. Transfers to property operations (both State and Federal) to offset shortfalls in operating subsidy.
2. Transfers in support of other State programs like the Massachusetts Rental Voucher Program (MRVP) where the Federal funds supplement State funds for rental assistance (a State version of Section 8).
3. Transfers in support of a working capital fund for the planning and analysis needed to redevelop properties (see Working Capital section).
4. Transfers in support of planning and development staff that cannot be charged to a specific capital project (especially in the planning phase prior to the project closing).
5. Transfers to make capital contributions, loans or grants, and guarantees for the redevelopment of properties.
6. Transfers to a property for extraordinary maintenance needs.
7. Transfers in support of a specific resident services program or initiative, such as the Workforce Program.
8. Transfers in support of a "working capital" fund for policy development, internships, evaluations, and other costs associated with the planning, refinement, implementation, and evaluation of MTW initiatives or business systems changes that can lead to cost savings.

WORKING CAPITAL

INCLUSION OF FULL CAPITAL FUNDING PLAN (CFP) DATA ON EACH AMP BUDGET

Planning + Development single fund flexibility has been exercised for predevelopment and administrative costs related to capital projects. Given the fungibility of work items under CFP and CHA's 5-year plan, the CHA capital plan is extensive and comprehensive. In order to plan, develop private investment opportunities and address local issues such as planning and zoning, CHA believes that it is in its best interest to not budget capital soft costs by AMP. Instead, CHA has created a pool of working capital funds based on all planned capital work for the fiscal year.

CHA's Planning and Development Department will draw against this pool to cover pre-rehabilitation and/or pre-development costs such as financial consulting, legal, architectural or engineering fees and viability assessments. As the need arises, CHA also intends to charge pre-development administrative costs to this pool. As work progresses, CHA will collapse costs into the capital budget for a specific project, and then track soft costs by AMP. However, not all costs may be AMP-based. In the event a project is deferred or infeasible, CHA at its discretion, can choose to leave those costs in the common pool and not charge them to a project. For projects that go forward, financial statements at year-end will reflect all capital expenses incurred by AMP. Costs charged to the working capital pool are a direct cost to the pool and once a project goes forward will be considered a direct cost to a specific project. In the event CHA receives a developer fee it will reserve the option to charge the fee back to the pool or the AMP where the capital project was completed.

Amendment 1, Section F. 2. b. and c., requires that costs be accorded consistent treatment. The model proposed above comports with Amendment 1 in that the working capital pool can be considered a direct cost for pre-development expenses. Once under-way, costs to the extent possible, can be shifted or considered a direct cost to a project.

POLICY + TECHNOLOGY

The Policy + Technology Lab utilizes single fund flexibility to carry out MTW-related policy-making, research, and the funding of interns, fellows, and other academic support and consultant services.

CAPITAL PROJECTS - GUARANTEES AND TRANSFERS

Single fund flexibility has been exercised to pledge certain portions of our funding to meet investor requirements and to pay for capital projects. These projects may range from major capital improvements (e.g. elevators) to small capital improvements to large-scale portfolio changes such as the Rental Assistance Demonstration (RAD) program.

COCC FEES

CHA makes every effort to reduce the burden on the property budgets. The management fee is \$65 per eligible unit month. (HUD allowable maximum rate is \$72.10). The book keeping fee is at the standard allowable rate of \$7.50 per unit month. Asset management fees are retained at cash flowing properties at \$10 per unit month. With the onset of RAD conversions and transitioning our model to accommodate these conversions, some properties may have a fee structure as a percent of revenue.

PENSION + OTHER POST EMPLOYMENT BENEFITS (OPEBS)

CHA is in compliance with the Generally Accepted Accounting Principles (GAAP) and Statement No. 45 of the Government Accounting Standards Board (GASB) in its treatment of postemployment benefits (OPEB) expenses and liabilities. Project-based budgeting and accounting is the cornerstone of the Asset Management Program. It appears to CHA that HUD is deviating from this principle by requesting that liabilities related to OPEB for all employees are charged to COCC (from the date of Asset Management implementation forward).

CHA will use its MTW authority to charge OPEB to AMPs and only charge the COCC for the portion directly related to COCC staff. CHA believes this supports the requirements of a true Asset Management Program. Costs should stay where they are incurred (i.e. direct charges and liabilities to the AMPs should remain at the AMPs in order to accurately represent the true cost of running these projects). In addition, since OPEB is excluded from the excess cash calculation, reflecting it under each AMP has no adverse impact on excess cash. Asset management calls for a project level accounting. CHA's methodology supports true project level accounting.

GROSS POTENTIAL OPERATING SUBSIDY

While HUD is planning to mandate the reporting of gross potential subsidy on each AMP, CHA's MTW Agreement does not call for calculation of subsidy by AMP. HUD Form 52723 as submitted by CHA is not AMP-driven at the subsidy level and our fungibility through MTW allows cross-funding of subsidy. CHA thus finds the calculation and reporting of gross potential subsidy inconsequential within an MTW program that has full fungibility. CHA's position is in line with Attachment A to the MTW Agreement which outlines CHA's subsidy computations.

RESIDENT SERVICE EXPENSES

While HUD has encouraged costs associated with resident services to be treated as direct or front line costs, to the extent practical, CHA is now budgeting Resident Services at the site level as a shared cost including some overhead for the Tenant Liaison position.

FEES EARNED FOR AGENCY SERVICES

CHA has established a fund derived from fees earned by the agency for services rendered on non-public housing transactions, to be utilized for purposes consistent with the CHA's mission as determined by the Board of Commissioners and Executive Director.

CAMBRIDGE DAY

Defying skeptics, and making amends, giant banks invest in public housing

By Sue Reinert

Tuesday, October 28, 2014

Last revised on: Tuesday, December 9, 2014.

is buying in to projects

citi
Parent Citigroup is third-largest U.S. bank in assets
Will lend: \$109 million in first and second mortgage and construction costs; \$16.7 million in a supplemental loan

WELLS FARGO
Fourth-largest U.S. bank in assets
Will lend: \$101.6 million in equity in return for tax credits, pending negotiations; will essentially own housing for 15 years

They were chosen Sept. 21 out of eight lenders.

What the money does:
Pays for repairs and renovations at five developments with 1,153 units: Manning Apartments in Central Square; Newtowne Court and Washington Elms in Area IV; Putnam Gardens in Riverside; and Woodrow Wilson Court in Cambridgeport.

Good news:

- Rents won't increase.
- Tenant protections will remain virtually the same.
- Income limits for tax-credit program will be lower. (Current tenants over the limit will be moved to non-tax-credit apartments.)

Potentially bad news:

- Work will cost more because of private-sector involvement.
- Funding could affect the availability of rent vouchers that help poor families and individuals rent private housing.

Source: Cambridge Housing Authority
Graphic: Sue Reinert and Marc Levin

In a deal that connects Wall Street to poor families in Cambridge, two of the largest banks in the country are investing in low-income public housing here. The planned agreements with Citibank and Wells Fargo will help fund \$320.9 million in redevelopment of five sites, the first phase of the Cambridge Housing Authority's comprehensive plan to preserve its aging housing.

Citibank, whose parent, Citigroup, is the third-largest U.S. bank in assets, will lend more than \$109 million in a first and second mortgage, and also finance construction costs. No. 4 bank Wells Fargo will invest \$101.6 million in equity in return for tax credits. Wells Fargo will essentially own the housing for the 15-year term of the tax credits, although the housing authority will continue to manage and operate the developments and plans to repurchase them after the credits expire.

The deals are a major milestone in the housing agency's long quest for money for major repairs to its portfolio as federal support has dwindled. Without the renovations, the developments could become so dilapidated that they couldn't be used for housing, authority officials have said.

Plan A, Plan B

Two years ago, the authority tried to take advantage of a loophole in federal rules that would have doubled federal aid if the CHA "disposed" of its housing to a private entity – in this case, nonprofit corporations controlled by the authority. But the U.S. Department of Housing and Urban Development, or HUD, closed the loophole as scores of housing agencies lined up to exploit it. The authority then turned to another HUD program – the Rental Assistance Demonstration, or RAD – and met success. The program doesn't provide any more money from the federal government but makes it easier for the authority to get private money if it puts its housing under private ownership. Two days before Christmas last year, HUD approved the authority's application. That didn't make the effort a slam-dunk. There were questions about whether banks would want to lend and finance companies would want to invest in a venture for which the payback depended on money in a federal budget that had to be approved by Congress every year. Supporters responded that politicians wouldn't want to endanger a project supported by the financial industry.

The optimists apparently were right. Financial companies showed keen interest in the Cambridge project. Eight lenders bid on Phase 1, with three offering both construction and permanent financing. Seven companies bid to invest equity in return for tax credits.

Authority commissioners chose Citibank and, tentatively, Wells Fargo on Sept. 21; officials at the agency are still negotiating some items with Wells Fargo and made approval contingent on reaching a satisfactory agreement. The authority is benefiting from penalties imposed on Citibank for its conduct during the financial crisis. In addition to construction and permanent loans, the bank offered a supplemental loan for \$16.7 million to fulfill obligations under its settlement with U.S. prosecutors for selling risky mortgage-based securities, authority consultant Margaret Donnelly Moran said in an Oct. 20 memo.

How it works

To win private financing under the RAD program, the authority will transfer its housing to nonprofit corporations under its control; legally it will no longer be public housing with deed restrictions guaranteeing affordability. In place of those protections, the authority is keeping ownership of the land under its buildings and will include requirements that the housing remain low-income. Investors also have an incentive to keep the units for low-income tenants for at least the 15-year term of the tax credits, which require that poor people occupy the housing.

Authority officials have told tenants that their rents won't increase and tenant protections will remain virtually the same as they are in public housing. Income limits for the tax-credit program are lower than they are for public housing; authority officials have promised that any current tenants over the limit will be moved to non-tax-credit apartments.

Still, there are potential downsides to the project; it will cost more because of private-sector involvement, and it could affect the availability of rent vouchers that help poor families and individuals rent private housing.

Public housing tenants now pay about 30 percent of their income as rent; the rest of operating and capital costs for the housing come from federal public housing payments. After the change, the subsidy will come from Section 8 rental assistance for each apartment, also financed by the federal government.

This Section 8 aid, which is tied to the unit instead of a tenant, could affect Section 8 certificates awarded to low-income tenants to use in the private market. Federal rules allow tenants in housing with project-based Section 8 vouchers to get tenant-based certificates after a certain time. Authority officials are asking HUD to modify the rules to discourage public housing tenants from taking advantage of the opportunity; tenant advocates oppose any change.

More worries

If too many public housing occupants get tenant-based certificates, it could reduce the total available and would lead to vacancies in authority developments, officials there have said. The authority also intends to use the funding from a small number of unused tenant-based vouchers to fill gaps in financing for the second phase of its renovation project. Officials said no existing Section 8 recipients will lose support. But about 1,300 families and individuals are on the waiting list for the scarce subsidies.

Although the RAD program doesn't increase federal housing aid, it could add to taxpayers' burden because the private investors can offset their tax bills with credits and exemptions. Wells Fargo will get low-income housing tax credits, the most common vehicle for private investment in affordable housing. Citibank will finance its construction loan by buying tax-exempt bonds.

And the total cost of the project will be higher with private investment than it would if supported directly by federal funds. That's because of fees charged by investors for putting the deal together; Citi will charge about \$8.9 million in fees, according to a CHA summary of bids. Even with fees and other costs, however, its bid is the "most favorable" to the authority, giving CHA more than \$100 million in "true" borrowing ability, Moran said in her memo.

What's affected

The Citibank and Wells Fargo funds will help finance the first phase of the program, which covers 1,153 units in nine developments. Four of the sites were already renovated with federal stimulus funds, leaving five to be repaired: Manning Apartments in Central Square; Newtowne Court and Washington Elms in Area IV; Putnam Gardens in Riverside; and Woodrow Wilson Court in Cambridgeport.

Phase 2, to begin next year, includes the five other developments, smaller properties and scattered housing.

The four developments already repaired with stimulus grants, LBJ Apartments, JFK Apartments, Lincoln Way and Jackson Gardens, also used money from private investors who bought tax credits, with some units transferred to authority-controlled private nonprofit corporations and subsidized with project-based Section 8 vouchers.

Two other authority sites that need extensive repairs are being handled separately. Millers River, in East Cambridge, will go through the "disposition" process that HUD rejected two years ago, authority officials hope; federal officials indicated they would consider approving that project along with the RAD work.

The only remaining state-funded public housing site, Jefferson Park State in North Cambridge, is getting aid from Massachusetts for renovations. The state-funded apartments are on the same site as the federal Jefferson Park development, which will be repaired in Phase 2 of the federal project.

Economy

\$100k salary needed for median Boston rent

→ Survey finds a big pay-housing gap even in Brockton, Chelsea

By Katie Johnston
GLOBE STAFF

If you want to rent a midrange apartment in Boston, you'll need to make \$100,000 a year.

Zillow, the online real estate company, recently analyzed median rents around Massachusetts and the incomes needed to afford them. It concluded that a single person in Boston would need a job paying \$50 an hour, or about \$100,000 a year, to afford the median rent of \$2,497 a month.

Someone making less than \$25 an hour, or \$50,000 a year, could afford the median rent in only a handful of communities around the state.

Even in traditionally affordable cities like Brockton and Chelsea, the rents are sky-high, compared to incomes. In Chelsea, the hourly wage needed for an individual to afford the median rent of \$2,119 a month is \$42 an hour. The actual median hourly wage for renters? Just over \$14, according to the US Census.

In Boston, the median income of households that rent is just \$18 an hour, or about \$36,000 a year.

"There's no home for low-income folks," said Michael E. Stone, a professor emeritus of community planning at the University of Massachusetts Boston who studies the rental market. "There's no place where they can find a home within reach, except if they are lucky enough to find a subsidized unit."

Rents, of course, become more affordable if households have two or more incomes. In addition, the median is a midpoint, so about half the rents are below that figure.

The problem of housing affordabil-

ity is not limited to Massachusetts. According to the US Department of Housing and Urban Development, a household with one full-time minimum wage earner can't afford the fair-market rent for a two-bedroom apartment anywhere in the United States.

Zillow's calculations use a standard affordability measure — with 30 percent of income going toward housing, in order for a tenant to have enough to pay for groceries, transportation, medical care, and other expenses.

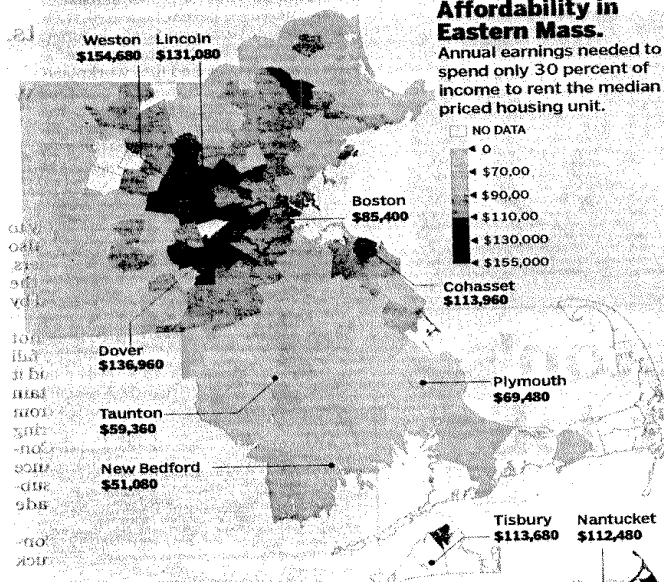
In Massachusetts, however, one in four renters spend at least 50 percent of household income on rent. In Boston, more than half of renters are using more than 30 percent of their incomes to pay rent, and those households are disproportionately people of color and elderly women, Stone said.

The Zillow rental data is the median of the estimated monthly rent for all housing in an area, using surrounding rental prices and public property data. It doesn't account for the distribution of rents below the median price that might be more affordable. But it is significant nonetheless, Stone said.

The priciest rental market in the state? Weston, where a renter would need to bring in \$77 an hour to afford the median rent of \$3,867 a month. The actual median renter income in Weston: \$23 an hour.

In Athol, where that \$23 an hour wage would cover the median monthly rent of \$1,125, the actual renter income is less than \$16 an hour.

Katie Johnston can be reached at katie.johnston@globe.com. Follow her on Twitter @kjkjohnston.



THURSDAY, DECEMBER 23, 2011

AMENDMENT - DISPOSITION OF JEFFERSON PARK STATE

The purpose of this amendment is comply with HUD's Special Applications Center (SAC) requirements for CHA's disposition application regarding the development of Jefferson Park State.

As part of the redevelopment of Jefferson Park State, CHA will submit a disposition application under Section 18 of the U.S. Housing Act of 1937 (as amended). If approved, the disposition application would transfer a strip of vacant land located on Jefferson Park Federal (JP Federal) to the adjacent Jefferson Park State (JP State) site. The strip of vacant land is approximately 25,203 square feet and does not contain any occupied buildings. The land to be incorporated into the JP State site would necessitate a change in the formal lot lines.

This Amendment was carried out in accordance with the Amended and Restated Moving to Work Agreement, Section V.B, executed on January 15, 2009. CHA conducted a public process that involved the following:

The CHA notified each household at Jefferson Park Federal of the CHA's intension to submit a Disposition/ Inventory Removal Application for the disposition of a strip of vacant land from Jefferson Park Federal. On September 3, 2015 a notice with a draft of the application was sent to all the residents of the Jefferson Park Federal development. The notice informed each resident that there was a 30 day comment period for residents to provide written comments on the application. The notice and a draft of the application was also e-mailed to the Alliance for Cambridge Tenants (ACT) on September 4, 2015.

Furthermore, on September 8, 2015 residents were notified that the CHA needed to amend its FY16 MTW Annual Plan to incorporate a Disposition/Inventory Removal Application. The same 30 day period for written comments on the disposition application applied to the comment period for the amendment to the FY16 MTW Annual Plan proposal.

Meanwhile, a legal Notice of Public Hearing on the Amendment of the FY16 MTW Annual Plan was advertised in the Cambridge Chronicle on September 17, 2015 which provided the date of the public hearing on October 5, 2015. The notice stated that the amendment was a de minimis disposition of a strip of vacant land by releasing the federal declaration of trust and incorporating the land into the adjacent Jefferson Park State development.

On October 5, 2015 at 10:00 a.m. a public hearing was held at the CHA's central office. One resident attended. No written comments were received.

Additionally, a staff person from the Planning and Development Department attended a resident meeting on September 22, 2015 at 6:30 p.m. at Jefferson Park Federal and discussed the Internal Removal Application and announced the date and time of the public hearing.

Comment from the Public Hearing on October 5, 2015

Resident Notification Process: A resident in attendance at the public hearing asked how the CHA notified residents of its intention to submit a disposition application and to amend the FY16 MTW Annual Plan.

Answer: The CHA is committed to keep its residents informed of the process of the disposition application. On September 3, 2015 the CHA mailed a notice to each resident at Jefferson Park Federal which provided an explanation for the CHA's intention to submit a Disposition/Inventory Removal Application. Additionally, a draft of the disposition application was provided to each resident with this notice. A subsequent notice was sent to each resident of JP Federal on September 8, 2015 to inform them of a 30 day comment period on the application and the date and time of a public hearing to discuss the amendment to the FY16 MTW Annual Plan, which was explained in the notice as a requirement of the disposition application. The notices and a draft of the application was also e-mailed to the Alliance for Cambridge Tenants (ACT). Additionally, a legal notice was advertised in the Cambridge Chronicle on September 17, 2015.

Board Approval was issued on October 28, 2015.

Amendment submitted to HUD MTW Office on November 9th, 2015

**EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, OCTOBER 28, 2015 5:30 P.M.**

MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
WARREN R. MCMANUS, VICE-CHAIRPERSON
SUSAN T. CONNELLY, TREASURER
VICTORIA BERGLAND, ASSISTANT TREASURER

MEMBERS ABSENT: ANTHONY PINI, MEMBER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
MICHAEL JOHNSTON, EXECUTIVE DEPARTMENT
SUSAN COHEN, GENERAL COUNSEL
TERRY DUMAS, PLANNING DEPARTMENT
SHIRLEY SANFORD, RECORDING SECRETARY

DISPOSITION APPLICATION & AMENDMENT TO FY16 MOVING TO WORK

Mr. McManus moved the following Resolution:

Whereas: The Cambridge Housing Authority (the CHA) owns the Jefferson Park Federal Public Housing Development (MA 3-21 through MA 3-26), which is adjacent to the CHA's Jefferson Park State public housing development;

Whereas: The CHA is entirely redeveloping the Jefferson Park State site;

Whereas: There is vacant strip of land of approximately 25,203 square feet ("the Property") that is part of Jefferson Park Federal adjacent to Jefferson Park State that, in order to meet the zoning requirements of the redeveloped Jefferson Park State, must be incorporated into the boundaries of Jefferson Park State;

Whereas: The Property is subject to a Declaration of Trust for Jefferson Park Federal;

Whereas: In order to release the Property from the provisions of the Declaration of Trust in order to incorporate the Property into Jefferson Park State, the CHA must follow the provisions of Section 18 of the U.S. Housing Act of 1937 and HUD requirements, and receive a release from the U.S. Department of Housing and Urban Development;

Whereas: The CHA has determined that the disposition of Property is in the best interest of the residents and the CHA, is appropriate for reasons that are consistent with the goals of the CHA, that are consistent with the United States Housing Act of 1937, and is incidental to and does not interfere with the continued operation of the remaining portion of the development, and the land being released is in excess to the needs of the existing project;

Whereas: The CHA has included the proposed disposition in its Annual MTW Plan and amended its Annual MTW Plan to more explicitly describe the intention to submit the

disposition application, by providing notification and an opportunity for comment to the residents, as well as holding a public hearing on the Amendment;

Whereas: The CHA has provided the residents of JP Federal notification of its intention to submit the application;

Whereas: The CHA has consulted with local government officials and has received the endorsement from the City Manager of the City of Cambridge;

NOW BE IT RESOLVED: that the Cambridge Housing Authority Board of Commissioners hereby authorizes the Executive Director to submit a Disposition/Inventory Removal Application in connection with a vacant strip of land that is part of the Jefferson Park Federal Public Housing Development (MA 3-21 through MA 3-26) to the U.S. Department of Housing and Urban Development for incorporation into the site of JP State redevelopment also owned by the Cambridge Housing Authority, subject to and in compliance with applicable HUD requirements; and

BE IT FURTHER RESOLVED: that the Cambridge Housing Authority, through its Executive Director, is further authorized to execute all necessary documents, provide certifications, and undertake such additional activities as necessary to accomplish the resolution set forth herein, and to take any action necessary to obtain HUD approval of said Application.

Mr. Pini seconded the motion, which upon being put to vote, was passed unanimously.


Gregory Russ, Executive Director

Attest
Seal



**EXTRACT OF THE MINUTES OF THE REGULAR MEETING OF THE
BOARD OF COMMISSIONERS OF THE
CAMBRIDGE HOUSING AUTHORITY
WEDNESDAY, OCTOBER 28, 2015 5:30 P.M.**

MEMBERS PRESENT: GERARD J. CLARK, CHAIRPERSON
WARREN R. MCMANUS, VICE-CHAIRPERSON
SUSAN T. CONNELLY, TREASURER
VICTORIA BERGLAND, ASSISTANT TREASURER

MEMBERS ABSENT: ANTHONY PINI, MEMBER

ALSO PRESENT: GREGORY RUSS, EXECUTIVE DIRECTOR
MICHAEL JOHNSTON, EXECUTIVE DEPARTMENT
SUSAN COHEN, GENERAL COUNSEL
TERRY DUMAS, PLANNING DEPARTMENT
SHIRLEY SANFORD, RECORDING SECRETARY

DISPOSITION APPLICATION & AMENDMENT TO FY16 MOVING TO WORK

MOTION: Mr. Pini moved the following Resolution:

BE IT RESOLVED: that the Cambridge Housing Authority Board of Commissioners approves the Amendment to the 2016 MTW Annual Plan that specifically describes the submission of an Application for Inventory Removal/Disposition as follows, to be added to the Appendix section of the Plan:

Amendment to the FY16 Plan

The purpose of this amendment is to comply with HUD's Special Applications Center (SAC) requirements for CHA's disposition application regarding the development of Jefferson Park State.

As part of the redevelopment of Jefferson Park State, CHA will submit a disposition application under Section 18 of the U.S. Housing Act of 1937 (as amended). If approved, the disposition application would transfer a strip of vacant land located on Jefferson Park Federal (JP Federal) to the adjacent Jefferson Park State (JP State) site. The strip of vacant land is approximately 25,203 square feet and does not contain any occupied buildings. The land to be incorporated into the JP State site would necessitate a change in the formal lot lines.

This Amendment was carried out in accordance with the Amended and Restated Moving to Work Agreement, Section V.B, executed on January 15, 2009. CHA conducted a public process that involved the following:

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each resident that there was a 30 day comment period for residents to provide written comments on the application. The notice and a draft of the application was also e-mailed to the Alliance for Cambridge Tenants (ACT) on September 4, 2015.

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Comment from the Public Hearing on October 5, 2015

- *Resident Notification Process:* A resident in attendance at the public hearing asked how the CHA notified residents of its intention to submit a disposition application and to amend the FY16 MTW Annual Plan.

Answer: The CHA is committed to keep its residents informed of the process of the disposition application. On September 3, 2015 the CHA mailed a notice to each resident at Jefferson Park Federal which provided an explanation for the CHA's intention to submit a Disposition/Inventory Removal Application. Additionally, a draft of the disposition application was provided to each resident with this notice. A subsequent notice was sent to each resident of JP Federal on September 8, 2015 to inform them of a 30 day comment period on the application and the date and time of a public hearing to discuss the amendment to the FY16 MTW Annual Plan, which was explained in the notice as a requirement of the disposition application. The notices and a draft of the application was also e-mailed to the Alliance for Cambridge Tenants (ACT). Additionally, a legal notice was advertised in the Cambridge Chronicle on September 17, 2015.

Mr. McManus seconded the motion, which upon being put to vote, was passed unanimously.


Gregory Russ, Executive Director

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